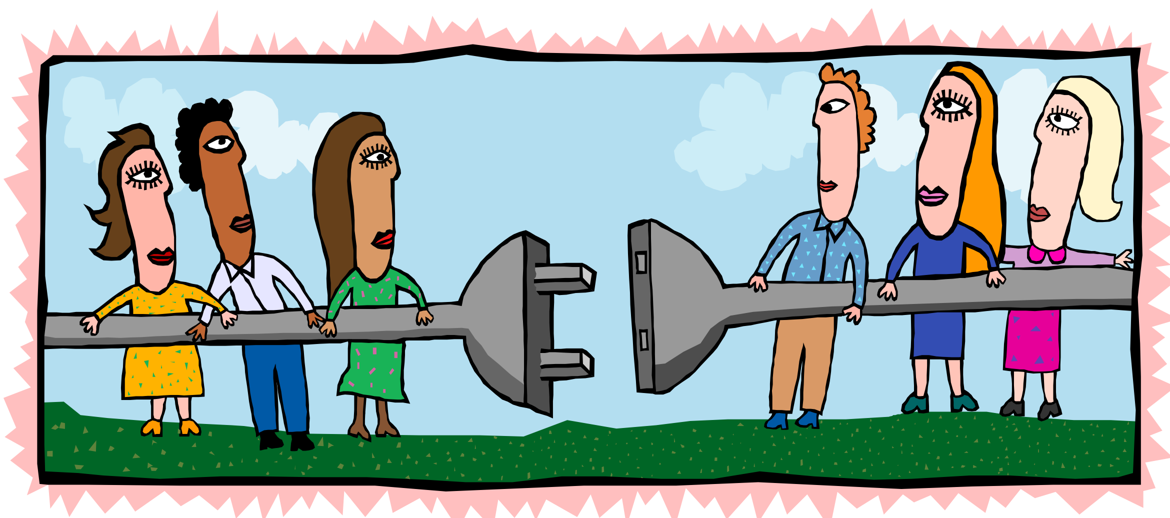
Public Involvement Guide For Boards and Commissions



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April 2014 Revision - completed by Libby Carlsten, Senior Management Analyst, Community Services Department and Julie Habiger, Communications and Public Relations Division Manager.

PLEASE NOTE: This guide is not intended to apply to quasi-judicial hearings. That information can be obtained through the County Attorney's Office at 662-8020.

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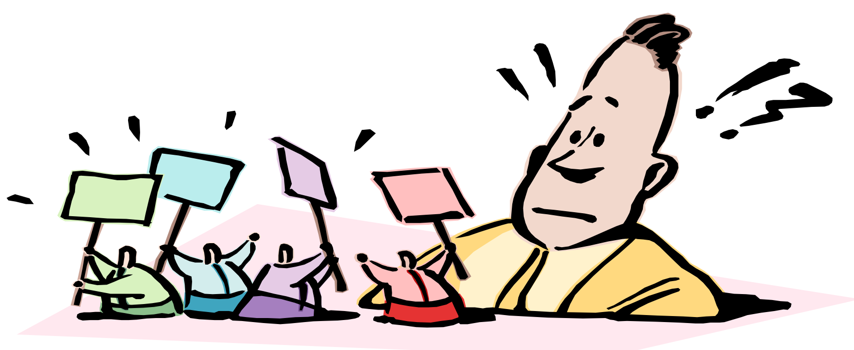
Introduction

“The County Council recognizes the enormous value of active participation by citizens in local government and the willing, capable assistance that citizens have demonstrated towards the governance of their own community. The primary purpose of most volunteer citizen boards and commissions is to gather public input, to review policy recommendations by Staff when requested, and to make policy recommendations to the County Council; … Boards and Commissions provide a forum for public discussion and study of matters within each Board or Commission’s scope of assigned duties or responsibilities.”

Chapter 8, Section 8-1 of the Los Alamos County Code

The purpose of this manual is to provide guidance to Board or Commission (B&C) members and Staff on ways and means of sharing information with citizens and gathering public input. In most cases, the main reason for a B&C to gather public input from citizens is to make a recommendation to Council that is supported by a majority of the community. It is imperative that a board or commission’s recommendation reflects or adequately weighs the wishes of the community and not simply the opinions of the appointed B&C members. Effective recommendations depend on the board or commission members’ understanding of the general direction in which the community is headed.



It is also important for B&C members to remember that the County Council, not the B&C, is ultimately responsible to the citizens. In some cases, a B&C recommendation will not be implemented despite the B&C’s best public involvement effort. This should not be interpreted as a rebuke but accepted with the understanding that the Council’s area of responsibility and concern is very broad and there are many factors that influence Council decisions.

There are multiple ways for County B&Cs to involve and inform the public in a planned and positive way. It should be noted that nothing in this manual prohibits or discourages a B&C from gathering public input through public comments made at a regular B&C meeting.

No matter which public involvement method is used or selected, a Public Involvement and Information Plan (PIIP) should be completed using the County form which contains the County guidelines for preparing PIIPs. These forms and guidelines can be obtained through your B&C Staff liaison or through the County's Communications and Public Relations Division (662-8083). A sample completed PIIP form is provided as **Appendix A.**

Public Information and Involvement Plans

This manual will provide descriptions and guidelines on four common methods of public participation; however, these are not the only methods. The B&C members can make a decision regarding which method will be the most appropriate for the particular circumstances faced by the B&C after consulting with Staff and getting their recommendation. As previously noted -- no matter which method is selected, a Public Information and Involvement Plan (PIIP) should be prepared. The Staff liaison generally works in consultation with the B&C Chair to fill out the required PIIP forms and then presents them to the rest of the B&C at a regular meeting. If needed, the County's Communications and Public Relations Division can provide guidance and assistance with this requirement.

Important PIIP (Public Information and Involvement Plan) questions to consider are:

1) What is the board or commission trying to accomplish? What is the project or issue being considered?
2) Does this project or issue relate to other County projects currently in progress?
3) Is the project or issue open for public debate and discussion or have important decisions and recommendations already been made?
4) Where is the project located? Who will be affected or impacted? How will these citizens, groups, organizations, or businesses be impacted or affected?
5) Who does the B&C define as their target audience or the "public" for this endeavor? Why will these citizens be interested?
6) Is the B&C's intent to "involve" the public or "inform" the public or both?
7) If the intent is to gather public opinion, what public input is needed? Can a focus group be used? Would a roundtable discussion be appropriate? What about the use of online surveys?
8) If the intent is to educate the public, should Staff conduct the public meeting instead of the B&C?
9) At what point in the process will public participation be the most constructive (for the B&C and Staff)?
10) How much time and money is available?

After answering the questions above, consult specific sections in this manual for more detailed information on each of the four methods.

The chart on the next two pages gives brief, summarized information on the four methods. It is designed as a quick reference sheet to be used as the B&C decides which public participation method to use.

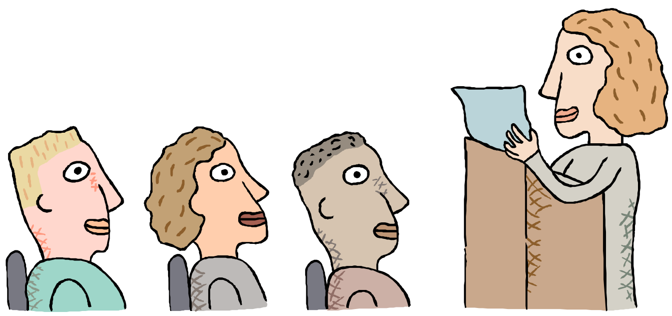
Comparative Chart for Four Common Methods of Public Involvement

Method *Quorum and Record-keeping Requirements*	**Purpose/Distinguishing Characteristics**	**Time Frame**	**Meeting Room Requirements**	**Cost or Resources Required**
Traditional Public Hearing *Must have a quorum of B&C members – can be conducted at a regular B&C meeting – minutes must be prepared – Public Notice required.*	Formal information sharing and gathering of public opinion. Often attended by highly energized citizens who support or oppose the topic being presented. No real opportunity for discussion or dialogue between B&C members and citizens.	Can be held any time in the project life cycle. Usually held after there is a product already prepared by Staff (i.e, draft proposals, architectural models, project plans, etc.)	Can be well or poorly attended. Attendance will be hard to predict. Room reservations should anticipate a large turnout just in case.	• Minimal expense • Perhaps some light refreshments • Staff preparation time and attendance required • Display ads in the newspaper
Open House *B&C quorum not required – can be held prior to a regular B&C meeting – should be publicly advertised – should provide a way to record comments from the Open House attendees – Public Notice should be posted*	Primarily informal information sharing with the public. Some information gathering can be accomplished too.	Generally held near the beginning of a project life cycle and usually held after there is a product prepared by Staff (i.e. draft proposals, project plans, architectural models, etc.)	Can usually be conducted in a large or medium-sized room. Attendance will be hard to predict.	• Minimal expense • Cost for preparation of posters or other visual aids • Display ads in the newspaper • Staff preparation time and attendance required • Perhaps some light refreshments

Method *Quorum and Record-keeping Requirements*	**Purpose/Distinguishing Characteristics**	**Time Frame**	**Meeting Room Requirements**	**Cost or Resources Required**
Stakeholder Meetings *Participants are invited to attend - B&C quorum not required – cannot be held as a regular B&C meeting – No requirement to take minutes – Meeting notes must be prepared and distributed to participants – Public Notice should be posted*	Information sharing and gathering, mainly gathering. Information is only shared to ensure informed input is received. This method should not be used if significant decisions about the topic have already been made.	Important to conduct the first meeting very early in the project life cycle so that input can be incorporated.	Participation should be limited to a maximum of 30 people – not including Staff or the facilitator.	• Cost of a facilitator, snacks, and workbooks. • Staff preparation time and attendance
Survey *Should be publically announced (Public service announcements, newspaper article, and/or display ad) to encourage citizen participation*	Information gathering	Early in the project life cycle or can be used for general information gathering on issues not necessarily related to a specific project.	Can be limited to a particular segment of the public or can be community-wide.	• Can be fairly expensive - depends on the size, type of survey, and # of citizens surveyed, phone or paper, etc. • Cost of printing, postage, paper and envelopes for a mail-out paper survey • Cost of a professional survey developer or the survey can be designed in-house. • Cost of compiling and analyzing the responses. • Possible reimbursable expenses for the survey developer to present the results to the B&C or Council • Staff preparation time. • Free - Open Forum software on County's webpage or use of Survey Monkey

Four Common Methods of Public Involvement and Education

The following section provides more specific information on each of the four common methods for public involvement and education used by Boards and Commissions. As noted previously, there are other methods, such as focus groups or design charettes, which are not described in this manual. A board or commission can contact the County's office of Communications and Public Relations for guidance on alternative methods for involving and informing the public.



Traditional "Public Hearing"

Traditional public hearings provide opportunities for members of the public to comment sequentially, one followed by another. It allows the B&C to listen to various citizen opinions on a particular topic or project. Unfortunately, it is not an opportunity to discuss or to have a dialogue about the issue(s).

Questions and answers from the public to the Staff, board or commission members are generally not appropriate. However, in some cases the B&C Chair may decide to ask Staff to answer questions from the public as they arise. Occasionally, Staff may be asked to respond to the individuals later by phone or in writing; however, every effort should be made to provide the follow-up information to as many people as possible, such as sending an e-mail to all the attendees or posting the clarifying information on the County's web site.

From time to time, boards or commissions are faced with conducting highly charged controversial public hearings. These meetings may involve one or more groups with conflicting views. Often the group demeanor may be characterized by aggressiveness and hostility. Such hearings really test the mettle of the board or commission and Staff. Some pointers on how to minimize this type of situation are given below.

In order to make a public hearing as productive as possible, the following guidelines can be used:

BEFORE THE PUBLIC HEARING

- Staff and the B&C members should prepare the PIIP (Public Involvement and Information Plan) plus review the section on “Advertising Public Meetings” provided at the end of this manual. If needed, guidance and assistance can be requested from the County’s Communications and Public Relations Division.

- Staff must publish notice seven (7) days prior to the date of the hearing. Generally, the County’s “rule of thumb” is to publish notice of public hearings 10-14 days in advance. Members of the B&C and Staff should also decide if additional advertising (display ads) or other public notification methods (flyers, posters, banners, webpage, social media posting, i.e. Facebook, etc.) should be used.

- Chair and Staff liaison discuss agenda and prepare final agenda at least seventy-two (72) hours prior to hearing.

- Chair and Staff liaison engage in contingency planning before the meeting to identify anticipated questions and prepare responses. They also need to establish the hearing procedures and rules to be announced at the beginning of the meeting.

- Staff should make agendas and back-up reports readily available to participants prior to the hearing.

- Staff should make sure any audio or visual and recording equipment is adequate and operational. This means testing speakers, microphones, computers, PowerPoint projectors, tape recorders, and carefully checking visual displays such as maps and charts.

- To the extent possible, Staff should make sure adequate seating is available and the room is comfortable.

- If using rooms in the Municipal Building (Chambers or Room 110), the meeting can be streamed live, or, can be captured for later playback.

DURING THE PUBLIC HEARING

- The Chairperson should assess the audience and in consultation with the B&C and Staff decide if it will be necessary and/or expedient to allocate a limited amount of time (for example, 3 or 4 minutes) per speaker.

- The Chairperson should open the hearing by explaining to all attendees the purpose of the meeting, the issues involved, the possible actions, and the procedures that will be followed.

- Establish and announce rules at the beginning of the meeting. For example, some rules could be: No clapping or cheering; be respectful of all speakers; obey the time limits (if applicable); don't expect a dialogue; address the B&C members – not the audience; etc.

- The Chairperson should not spend a large amount of time at the beginning of the hearing on routine board or commission items such as correcting the minutes.

- The Chairperson should use a sign-in sheet or ask the speakers to give their name and address before speaking

- The Chairperson should remind the individual speakers to address their remarks to the B&C members and not the audience. Some speakers are very adept at inciting audiences, especially if they are permitted to face the audience.

- Should the audience become engaged in clapping, cheering, booing, and/or shouting, the Chair should stop this behavior early and explain the reasons why such actions are disruptive and counterproductive.

- The Chair should not hesitate to use recesses to help diffuse hostility or aggressiveness.

- The Chairperson is responsible for enforcing any time limits (if applicable) on speakers and making sure those limits are applied fairly and consistently.

- **<u>Board members should not argue with or correct the speakers</u>.** Discussion of issues prior to a decision should be conducted between the board members themselves and not between the board members and audience members.

- The B&C should set up a list (commonly referred to as a "parking lot") to continue discussion of other related or unrelated items that are brought up at the hearing.

- The Chairperson has the responsibility to make sure any items not listed on the published agenda are not discussed by the B&C. See bullet above.

- The Chairperson may decide to ask Staff to answer questions from the public as they arise or ask Staff to answer off-topic questions later by phone, e-mail or letter directly to the individual. Staff should be notified in advance if they will be expected to answer questions.

- The Chairperson should close the public hearing with an explanation of "what's next" and how the B&C recommendation or action on the project or issue will proceed after the public hearing.

Please note: Board members should be aware that some people speaking on an issue to the board or commission might have never appeared before a public body. The experience can be intimidating. Anxiety may be displayed in ways that appear as aggressiveness or forgetfulness. If a decision is made to stream or broadcast the meeting from Chambers or Room 110, please note that being on camera can exacerbate the situation, making speakers even more nervous and emotional.

The board or commission members can help people by:

- ⇨ Calming and reassuring them.
- ⇨ Explaining hearing procedures.
- ⇨ Paying attention and not doodling, reading or conversing with other B&C members.
- ⇨ Actively listening to what they are saying. (It's very important to note that comments or rebuttals from B&C members directed at members of the public are **not** appropriate at the time of public comment.)
- ⇨ Avoiding baiting and lecturing, but don't let this stop you from expressing the reasons behind your vote.
- ⇨ Being respectful of all opinions, even opposing views, and especially if the speaker is antagonistic.
- ⇨ Refraining from arguing with or correcting the speakers.

An Informal "Open House" Meeting

An informal meeting format often used during a project cycle for informing citizens is an "Open House." It allows the B&C and Staff to informally discuss the project or issue one-on-one with interested members of the public. An Open House generally allows citizens to drop in when convenient for them between set hours. No formal agenda is prepared. Often, multiple stations on different aspects of a topic or project are set up around the room.

If the board or commission wishes to formally discuss the issue being addressed, a regular B&C meeting can be held after a short break.

Staff assistance to conduct open house meetings is often available from the assigned B&C Staff liaisons and the County Administrator's Office. This meeting format should not be confused with another type of meeting called a "design charrette." It is not the purpose of an informal open house to re-design a project.

HOW TO CONDUCT AN "OPEN HOUSE"

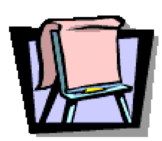
An open house may be a less familiar meeting format than a traditional public hearing to some board or commission members. In contrast to a public hearing, the character of an open house should be like a free flowing, small group conversation directed by the meeting visitors themselves. This meeting format is designed to be conducive to one-on-one conversations between board or commission members and other citizens. Participants can come whenever they wish, stay as long (or short) as they like, and address questions or comments related to the topic or project in the order they choose. They do not have to compete with others in expressing their views.

If possible, open house hours should be set to accommodate the broadest possible range of people, including those with small children, teenagers returning from school, and adults, before or after the dinner hour depending on the number of hours Staff and board or commission members are available. Staff should check County calendars to minimize conflict with other meetings and community events. County Council encourages holding meetings in both White Rock and the town site as a convenience to interested citizens if the subject is applicable to both. Allocation of time split between the open house and B&C meeting portions will depend on the estimated degree of public participation. Possibilities include, but are not limited to, the following:

		Open House plus B&C Meeting	
	Open House Only	Open House	B&C Meeting
A.	5:30 p.m. - 8:00 p.m.	5:00 p.m. - 6:45 p.m.	7:00 p.m. - 8:30 p.m.
B.	4:30 p.m. - 7:00 p.m.	4:30 p.m. - 6:45 p.m.	7:00 p.m. - 8:30 p.m.
C.	6:00 p.m. – 8:00 p.m.	6:30 p.m. - 7:45 p.m.	8:00 p.m. - 9:00 p.m.
D.	For the business community: 11:30 to 1:00	11:30 a.m.– 12:30 p.m.	1:00 p.m. – 2:00 p.m.

In keeping with the idea described above, the room set-up for an open house should allow for the flow of people and encourage one-on-one discussions with visitors and board or commission members and/or Staff. Most interactions occur while walking around looking at displays. If space is available, clusters of two or three chairs can be positioned around the room to accommodate sit-down discussions. The room arrangement should be modified at the conclusion of the open house to accommodate the board or commission's workshop session.

Maps and/or appropriate graphics, if available, should be posted on walls or easels. PowerPoint presentations can run in a continuous loop on an easy to see big TV screen or projected on a blank wall. (The large screen TV can be borrowed from the Communications and Public Relations Division.) Graphic displays should be informative rather than persuasive and informal rather than formal. A table with handout material and comment cards should be available.



Three to four people can adequately host an open house except during the busiest hours. County Staff and board or commission members can share these duties. Board or commission members and Staff can serve alternating duty shifts if a lengthy open house is planned. Board or commission members and Staff should wear nametags to readily identify themselves. An attendance log can be kept to document participation.

The **essential steps in preparing for and conducting an effective open house** include the following:

1. Staff and the B&C members should prepare the PIIP (Public Involvement and Information Plan) plus review the section on “Advertising Public Meetings” provided at the end of this manual. If needed, guidance and assistance can be requested from the County’s Communications and Public Relations Division.

2. Staff should provide proper notice and make sure the public is aware of the open house and that any legal requirements regarding public notice are met. Questions regarding legal requirements for public notice can be answered by the County Attorney's Office (662-8020). Newspaper display advertisements, social media postings such as Facebook, postings on the County's web page, information on PAC-8, handouts, and notices posted on the LCD screens in the Municipal Building, or paper copies of notices posted on bulletin boards are recommended. Board or commission members can help spread the word.

3. B&C members and Staff should do their homework. In advance of the open house, they should read the pertinent sections of background material, develop a list of probable questions, and ensure they can provide basic answers to all of them. Staff and B&C members should participate in a "huddle" for about 30 minutes prior to the open house to review information to be presented plus possible questions and "hot button" issues related to the project.

4. Staff should prepare maps, posters or other appropriate graphic displays and handouts. All graphic display material should be easy to read and informative rather than persuasive.

5. B&C members need to remember their job. The appropriate role, as a board or commission member, during the open house is to answer questions, factually articulate the project, be familiar with Council goals and objectives related to the project or issue, and record visitor comments, concerns, questions, and suggestions. It is not to preach, sell, lobby, or argue.

6. B&C Members and Staff need to circulate, be open, and look approachable and available to someone with a question or comment. They should not let any one person monopolize them and should also avoid standing around talking to their colleagues.

7. B&C members and Staff need to listen openly. As a volunteer on a board or commission or a County Staff member, present yourself as a concerned and responsive servant of the public. It's unproductive for the hosts (B&C members and Staff) to participate in "County bashing" and should not join in an attack on the issue under discussion.

8. B&C members and Staff should not take it personally. Accept/acknowledge people's anger or frustration. Remind them you are only sharing information.

9. B&C members and Staff should encourage participant ideas. Ask for solutions: "What do you think can be done about this?" Explore options and their implications: "What else do you think we could do to solve this problem?"

10. B&C members and Staff need to stick to the subject. Don't allow the conversation to move to topics other than the intended subject of the open house.

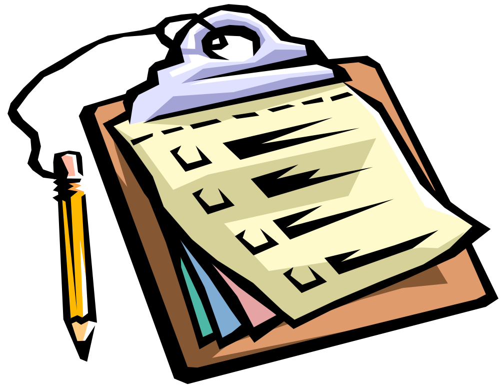
11. B&C members and Staff should remember that they're not expected to know everything. If you do not have all the answers, explain why and offer to get back to the person later, taking their name, and phone number. "I don't know now, but I'll find out and get back to you" is a perfectly acceptable response.

12. B&C members and Staff should record comments. Decide in advance what will be the most effective way to collect participant feedback. (Comment cards, post-it-notes, "red pen" comments, etc.) Make sure that visitors record their views on comment cards before leaving. Alternatively, see that they know how to register comments later, usually on-line or via e-mail. Sometimes the open house drawings or posters can be left on display in a public place (for example, posted on the County's web site, displayed in the Kandu Center or the Library) and public feedback can be collected for 7-14 days after the open house. The B&C Chair and Staff need to make any decisions regarding this option prior to the open house.

13. B&C Members and Staff need to tell the participants how their comments will be used. Will they be given to Council verbatim or will they be summarized in a report? Hosts need to be prepared to explain the "next step" in the public involvement process.

14. B&C members and Staff need to follow up. See that comment cards and other input are turned in to the pre-selected staff member. Make sure that follow-up commitments made to visitors are met. Prepare a written summary of "what we heard." Make sure that this document is distributed to the eventual decision-makers so they know what concerns were expressed at the open house.

15. Following an informal open house, or, in conjunction with the informal open house, the B&C members and Staff may wish to post the information being presented on the County's Open Forum page. This is an online public outreach tool that allows those unable to attend meetings to still weigh in with their thoughts. It also allows a person to attend an informal open house and then later go to the Open Forum page and log their comments. Open Forum offers the additional benefit of being identified by neighborhood geographical areas (especially key if the topic relates to a specific neighborhood) and it also allows the user to review comments being made by others on line, which can spur the discussion or thought process.



OPEN HOUSE CHECKLIST

Task (*Responsibility for completion given in parenthesis*)

- ◻ Contact the appropriate County Staff to reserve a meeting space suitable for an open house session followed by a board or commission workshop. (Staff)
- ◻ Comply with the Open Meetings Act requirements for publishing public notice. Remember to publish notice that acknowledges a quorum of the B&C or Council could be present. (Staff)
- ◻ Follow the Public Information and Involvement Plan (PIIP) developed by the B&C. During preparation of the PIIP, you will have determined your target audience and the appropriate ways to notify them. Publicize the open house and workshop during the two weeks preceding the event. Depending on the actions outlined in the PIIP, this can include writing press releases, placing display advertisements in the <u>Los Alamos Monitor or the LA Daily Post,</u> providing ads to the local radio station KRSN 1490 AM or 107.1 FM, social media postings such as Facebook, bulk mailing invitations, and posting information on the County website. (Staff)
- ◻ Determine which board or commission members and Staff will serve as open house hosts. Have them undergo necessary preparation, including reading pertinent sections of relevant documents and developing a list of probable visitor questions. (B&C members and Staff)
- ◻ Set up room to accommodate open house interactions -- Arrange maps, charts, and other display materials around the room. If space is available, place a few clusters of two or three chairs around the room to accommodate sit-down discussions. (B&C Members and Staff)
- ◻ Have copies of relevant sections of County documents available for open house visitors. (Staff)
- ◻ Have a supply of comment cards and pens or sharpened pencils on hand for visitor input. (Staff)
- ◻ Have open house hosts with nametags ready to go at the publicized starting time. Make sure the open house is properly staffed throughout. (B&C Members and Staff)

- Decide if you really need to officially record attendance or whether you can simply estimate the number who attended. (For what will you use the attendance log and why?) If you decide to keep an attendance record, place an open house sign-up log near the door; however, signing it should be voluntary. If you plan to provide follow-up information to the participants, provide a space for them to give follow-up contact information, such as a mailing address or an e-mail address. (Staff)

- Prepare a written summary of "what was heard" and make sure the information is provided to the eventual decision-makers -- i.e. Council, B&C members and/or Staff. (B&C Members and Staff)

- Identify "next steps" in the process – let attendees know what you plan to do with their input. There is nothing more frustrating than attending meetings, giving input, and having no understanding of how input will be incorporated into a design or influence the decision. If using Open Forum, a report can easily be generated that shows all comments, logged with the name and geographic area of the respondent. This concise reporting format is easier to review and provide to the decision makers than a more traditional email, but, email should not be eliminated. If possible, always allow at least a week after a meeting to allow members of the public who may have missed the meeting but who read about it/hear about it to still offer comments. (B&C members and Staff)

- Remember that PowerPoint presentations or bulky drawings and documents at face value don't always translate well when uploaded to the County's webpage. They can be too large to download quickly, or, they may miss facts that the presenter made during the meeting, or background information that was helpful to understand the topic better. Review materials before posting them to the webpage with a keen eye toward these kinds of items to provide the best interaction with a web user. (Staff)

- Alternatively, some of the options on the County's Open Forum page can allow for a virtual town hall type of informal meeting and promote more of an atmosphere welcoming the free flow of ideas and open comments – if the topic isn't too complex and doesn't require quite a bit of reading or background presentations.

<u>Stakeholder Meetings</u>

The “Stakeholder Meeting” format is highly recommended as a way to gather public input and creative ideas early in the process of a project or program change; however, the board or commission should be open to these new ideas and understand the guidelines of this meeting format before making their decision to proceed. If the B&C members or Staff have already come to conclusions about a project or the issue in question, then a stakeholder meeting is probably not the appropriate format for gathering public input. Prior to planning a stakeholder meeting, it’s important for the B&C members and Staff to determine how open they are (or the process) to new ideas and suggestions.

Stakeholder meetings are small group (less than 30 participants) meetings that are conducted before any significant decisions have been made so that the input can actually be utilized. A professional facilitator is usually hired to conduct the meetings so Staff and B&C members can participate or listen without being distracted or seeming to run the meeting. During a stakeholder meeting, participants are presented with information and restrictions that impact a decision and/or project and then asked to help to develop solutions. The participant ideas and suggestions are often developed through participation in a variety of exercises led by the facilitator.

Stakeholder meetings are designed to let the participants take the lead by suggesting ideas and solutions. Staff and B&C members will generally be expected to step back and listen. However, boards or commissions can also use the stakeholder meeting format for periodic strategic planning sessions.

This method of gathering input from stakeholders provides an effective way to involve affected participants or interested parties early in the decision making process.
It is important to note again that a stakeholder meeting is usually conducted by a professional, impartial facilitator in partnership with Staff -- and should be limited to a **<u>maximum of 30 participants</u>**. To the extent possible, it is best to invite people with a mix of viewpoints.

ESSENTIAL STEPS TO CONDUCTING A STAKEHOLDER MEETING
(B&C Members and Staff will need up to several months to plan, prepare, and set up the meeting. Please plan accordingly.)

1. Board and Staff should discuss and decide on the topic(s) to be covered. Try to figure out what the B&C or Staff wants to accomplish on a particular project or issue and also what type of guidance either Staff or the board or commission will need in that situation. Please remember that the purpose of a stakeholder meeting is to gather ideas and recommendations, not to sell or promote the B&C or Staff's position.

2. Staff and the B&C members should prepare the PIIP (Public Involvement and Information Plan). If needed, guidance and assistance for completing PIIP's can be requested from the County's Communications and Public Relations Division.

3. The B&C and Staff will also need to realistically identify only the essential parameters or restrictions that will have to be applied to recommendations or decisions. For example, this means identifying and reviewing the relevant Council goals or Management Action Plan (MAP) and any related limits on resources, cost, time frame, any applicable state or federal laws, etc.

4. The B&C will need to decide whether they will need to conduct one stakeholder meeting or a series of meetings. Can the topic(s) be broken down into separate issues? Stakeholder meetings are best conducted on weekday evenings for approximately 2 - 3 hours. If it's a series of stakeholder meetings, that needs to be noted on the invitations, so participants know what level of time commitment (over "x" number of sessions) is involved.

5. Board and Staff liaison will select dates and develop the invitation list. Staff will invite the participants (maximum of 30). The purpose of a stakeholder meeting is for the board or commission to hear from a broad representation of the community. Invite participants that hold varying viewpoints. Think of inviting participants from businesses or business organizations, environmental groups, neighborhood associations, service clubs, nearby residents, other boards or commissions, political parties, and neighboring communities. The number of people attending should be designed to give representation to different viewpoints and to be a workable size group. Staff should remember to "invite, confirm, and remind" the participants of the meeting date(s), time(s), and location.

6. Staff will make room reservations. Space will be needed for small groups (4-5 participants per table) and for large group work. The small groups will need enough space to spread out away from one another so each small group can discuss the exercises without disturbing the other groups.

   Some recommended rooms for stakeholder meetings:
   - Nambe Room in Fuller Lodge accommodates 10-20 people

- Aquatic Center Training Room accommodates 15-25 people (occasional poor acoustics caused by noise from the pool)
- Mesa Library Upstairs Meeting Rooms (you'll need all three rooms) accommodate 20-25 people
- Golf Course community meeting room accommodates 40-50 people
- Room 110 in the Municipal Building (15-20 people)
- Back half of Chambers inside the Municipal Building (20-30 people)
- Room 330 on the third floor of the Municipal Building (15-20 people)

Rooms in County facilities that are **not** recommended (primarily for inappropriate size or poor acoustics) are:

- Pajarito Room in Fuller Lodge
- Curtis Room in Fuller Lodge
- Throne Room in Fuller Lodge

7. Board will make a recommendation on whether to solicit the services a professional, impartial facilitator. (Procurement code requirements must be followed throughout this process. See **Appendix B** for an example of a sample "Request for Quotes" for professional facilitation services.) Having a professional facilitator will allow the board and commission members and County Staff working on the issue to listen to input without the distraction of managing the meeting. The board or commissions should also consider using a County Staff member from a different department and experienced in facilitation skills to serve as the facilitator.

8. Board Chair and Staff liaison will work closely with the facilitator to plan the meeting(s), set the agenda and identify the goal(s). The agenda should be detailed with estimated time frames. (See **Appendix C** for a sample Agenda.) The meetings will move more smoothly if the education (information sharing) activities are alternated with participant involvement (information gathering) activities. Keep presentations by B&C members and/or Staff as short as possible yet long enough to provide an adequate amount of information.

9. Board Chair and Staff liaison will work with the facilitator to identify the "ground rules." Some suggested ground rules are:
   - Stay focused on the activity at hand
   - Listen
   - Participate with an open mind
   - Encourage quiet people to speak
   - Be brief when stating your views or ideas
   - Make sure no one person dominates the discussion
   - Try to put yourself in other people's shoes
   - Use "parking lots" for related issues to ensure your meeting stays on track

10. Staff will prepare the presentation and handouts. The handouts need to be legible and informative. PowerPoint slides are recommended. If copies of the PowerPoint slides are printed for handouts, make sure they've been enlarged enough to be easy to read. Consider using a workbook format and inserting blank pages for notes and the places to write information from the exercises.

11. Staff will remind the participants of the meeting and post public notice. Participants will be called or e-mailed to remind them of the date and time of the meeting. Staff will publish or post public notice. Questions regarding public notice can be answered by the County Attorney's Office (662-8020).

12. Staff will set up the room for large group work and small group work. Set up 4-5 tables that seat 4-6 participants each. Make it easy to move the tables away from each other for small group work. Make sure flip charts are available for each table and for the facilitator. Have nametags available. Consider assigning seats for the participants.

13. Staff will provide refreshments. Make arrangements for food or snacks for the participants. Provide drinks such as water, tea, and coffee, at least. Consider providing a working lunch – depending on the meeting schedule.

14. Board Chair or the Facilitator will start the program on time and stay on schedule. Cover everything you've promised to cover. Ask for the participant's input if you have to revise the schedule.

15. B&C members, Staff and the facilitator need to be available during the exercises. Wander around the room, answer questions, etc. or Staff and B&C members can be pre-assigned to a specific work group for each exercise.

16. Facilitator will make arrangements to have everything written down. If possible, meeting notes should be taken on a laptop computer and projected up for all participants to see – especially important during the large group discussions and feedback sessions. (See **Appendix D** for sample stakeholder meeting notes.)

17. Facilitator should always designate a "parking lot". Have some way to acknowledge issues that come up but aren't going to be addressed during the meeting. These are issues that can be handled by Staff later or can be addressed in some way outside of the stakeholder meeting.

18. Facilitator should provide an opportunity for the participants to evaluate the meeting. Ask the participants what did and didn't work. Consider conducting the evaluation "live" and take notes on a computer and project them up for all to see. Don't take the comments personally. Don't respond, argue, interact or defend – just write down what is said. A pre-prepared evaluation form that participants fill out before they leave can also be used. (See **Appendix E** for a sample feedback form.)

Sample evaluation questions:

How worthwhile did you find the meeting? (Rate on a 1 to 5 scale; 1=not at all worthwhile, 5= extremely worthwhile)

What worked?

What could be better?

Did you find the handouts useful? (Rate on a 1 to 5 scale; 1= not useful, 5= extremely useful)

Did you find the presentations on _*(topic)*_ useful? (Rate on a 1 to 5 scale)

Are there other issues that the County should be aware of during this process that weren't addressed at this meeting?

19. <u>Board Chair and Staff liaison should thank the participants!</u> If possible, small tokens or thank-you gifts, such as canvas bags or coupons for ice cream cones could be given. Check with the County Attorney's office or the Procurement Division to find out what's legally allowed to be given to participants.

20. <u>Staff should let the participants know at the end of the stakeholder meeting how their input will be used in the future and what the next steps are regarding this project or issue.</u> Will their input be presented to a Board, Commission or the County Council? If so, should they attend that meeting? Will Staff keep the stakeholder participants informed as the project or issue progresses through the system?

21. <u>Facilitator should produce notes of the stakeholder meeting within 7 days.</u> A draft version should be sent to all participants asking for their review and comment. The final notes should then be distributed (using e-mail, if possible) and posted on the County website if appropriate. (See **<u>Appendix D</u>** for an example of stakeholder meeting notes.)

Surveys/Polls

Another method for B&C's to gather public input is to use surveys or polls. Surveys or polls can be conducted or distributed in a variety of ways: door hangers, letters or postcards, phone calls, handouts or computer-based. Surveys can also be designed and administered to get responses that represent the entire community or can be limited to a specific constituency or neighborhood. This method of gathering public opinion can help a board or commission balance input from a very vocal minority with the wishes of the relatively silent majority.

Unfortunately, surveys can be one of the most expensive and time-consuming methods for gathering public opinion. An argument can be made, however, that it is also the most consistent and reliable method. A well-designed survey of a good representative sample of citizens will consistently provide the same results even if the survey is administered to a different sample of citizens. It is very important for the survey to be designed carefully to gather useful data in an impartial manner.

Due to the cost and the design time required, surveys have to be planned many months in advance. Boards and Commissions will have to include their reasons and plans for conducting a survey in their annual work plan. Also, the cost of the survey design, administration, and analysis will have to be included in the associated department's annual budget request. The County's procurement guidelines will have to be followed to solicit the services of a professional survey firm.

Key factors for a successful survey are reliability and validity. Reliability is the ability to reproduce similar results time and time again. Validity is the measure of legitimate participation by a true representative sample of the citizens from which you're trying to gather input. It is also very important that safeguards are used to make sure that the survey results cannot be influenced by passionate and highly energized individuals or groups of citizens. This means making sure that an individual can only take the survey once or that groups cannot "stuff the ballot box" in some inappropriate method to influence the survey results.

COMMUNITY SURVEYS

As many of you know, the County has been conducting a community survey by phone every other year since 1996. These phone surveys have also been called community "satisfaction" or "perception" surveys. Their purpose is to gather public opinion on a variety of subjects and, to the extent possible, incorporate that information into the County's budget preparation process. Occasionally, boards or commissions are asked to suggest questions for the community survey.

This type of citizen survey also provides general guidance to Council and the County Administrator on the level of community satisfaction with County services. Boards or Commissions are encouraged to carefully review the community survey final reports for pertinent information related to their area of responsibility.

For each community survey, approximately 400 respondents are randomly selected and interviewed by phone. This process is carefully checked and monitored to ensure that the survey sample accurately reflects the appropriate demographic characteristics of Los Alamos. It's important to note that this level of monitoring and accuracy cannot be achieved with a written survey.

According to information provided by research analysts, *"...at a 95% confidence level, the maximum margin for error for a sample of this size (400) is plus or minus 4.9%. That means, in 95 out of 100 cases, the results obtained from such a sample will differ by no more than 4.9% in either direction from what would be obtained from interviewing all adults residing in Los Alamos County."*

Typically, the community survey takes about 20 minutes and is comprised of 60 -70 questions with a number of the same questions asked each survey to track change and/or progress. Where possible, the final survey report provides comparisons with the results from previous surveys.

SURVEY MONKEY

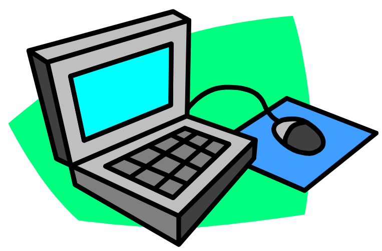
Survey Monkey (www.surveymonkey.com) is yet another way to poll citizens. This on-line service helps you create and publish surveys that citizens can complete via the Internet. If a board or commission decides to use this type of service, it can reduce the time and cost of the survey but may open the door to complaints or questions about the reliability or validity of a survey completed without professional oversight. B&C members and Staff need to thoroughly discuss the purpose of their survey and the appropriate use of any subsequent recommendations. It is also hard to guarantee or predict the response rate level when using an on-line survey.

The County currently pays an annual subscription fee to Survey Monkey to use their services. The B&C Staff liaison can contact the Communications and Public Relations Office to obtain the username and password. This will allow the board or commission to receive full access to Survey Monkey's questionnaire templates as well as guidance on how to publicize a survey. Survey Monkey also tabulates responses and can filter these results based on given criteria. Results are only accessible through Survey Monkey while subscribing (paying the monthly fee.) The monthly fee generally covers the first 1000 responses; additional responses are charged individually (usually around 5 cents each). Survey Monkey also offers a free version of their product that is limited to 10 questions and 100 responses.

As noted above, this can provide a relatively cheap and fast way for a board or commission to conduct a survey, but the results of this type of survey may be criticized or questioned depending on how the recommendations are to be developed and used.

OPEN FORUM

This on-line tool has the option to set up surveys with a variety of question types. It offers the benefits listed in previous sections of allowing the County staff to easily download a copy of survey results to present to the B&C or Council with the public's opinion. Like Survey Monkey, it is not a scientific survey, and could run the risk of being criticized.



GUIDELINES FOR ADMINISTERING A POLL OR SURVEY

Vantage Marketing Research, Inc. (no longer in business) was a professional survey research firm that, in partnership with The Howell Research Group, administered and analyzed the Los Alamos Community Surveys in 2005 and 2007. Jim Eshelman, former President of Vantage Marketing, provided the following information.

> "Although not often described as such, survey research is a risk management tool. When conducted and used appropriately, it minimizes the risk of a poor decision by enabling a more informed decision-making process. It is a scientific process of gathering self-reported descriptive, behavioral or attitudinal information from a population or group of people. Surveys are usually conducted with a representative sample of the population, and the results are then used to make generalizations and reach conclusions about the entire population.
>
> Before undertaking a survey research project, it is important to consider that a survey is not always the most appropriate means of collecting data or information. Some information, particularly descriptive and behavioral information, may already be available through secondary sources (Census reports or published studies). In situations where adequate secondary information is not available, other means of

collecting primary descriptive or behavioral data may be more appropriate. For example, if the research objective is to measure compliance with a law or regulation (a behavior), then more accurate information may be obtained by direct measurement of violations or the observation of certain behaviors. However, if the objective is to determine awareness of a law or regulation or attitudes toward it (support or opposition, perceived fairness), then a survey may be more appropriate or even the only possible means of collecting this information.

In conducting any survey, it is important to adhere to a specific process, designed to ensure that the survey data are a valid representation of the survey population. Without validity, survey research loses its value as a risk management tool, and may in fact increase the risk of a poor decision through an ill-informed decision-making process. This process has been developed and refined from the time when George Gallup used scientific survey research to accurately predict that Franklin D. Roosevelt would defeat Alfred Landon in the 1936 presidential election, against the predictions of nearly all other experts who expected a landslide victory by Landon.

THE SURVEY RESEARCH PROCESS

1. The Board or Commission and Staff will discuss and identify the focus of the study: The starting point of any survey project is the development of a clear set of research objectives. The objectives define what information is needed from whom. They should be comprehensive, stated in order of priority, and detailed enough to serve as a guide in developing specific survey questions and defining the survey population. All key individuals and groups with a stake in the survey results should be included and asked to contribute to the development of survey objectives. However, everyone involved at this stage should be discouraged from drafting or suggesting specific survey questions.

2. The board will work with Staff to determine the research schedule and budget: Any budget and/or time constraints should be identified early in the process because they have a substantial influence on the data collection methods that can be employed, sample size, and the depth and breadth of analysis.

3. The board and Staff will identify the most appropriate format for collecting data: Data collection options include mail-out, telephone, Web-based or in-person interviews. The most appropriate method for the survey at hand depends upon several factors, which include the complexity of the data that is needed, accessibility of the survey population, and budget and time constraints. Each data collection method has its own unique set of advantages and disadvantages that must be considered in relation to the factors above. Choosing the optimal data collection method and all steps listed below may require the assistance of a research professional or consulting one of the textbooks listed below.

4. Determine the sampling frame: The sampling frame (sometimes called the working population) is a listing or database of the population being studied, from which the survey sample is drawn. Examples include the names, addresses and telephone numbers of all residents who use a particular service, all telephone numbers within a particular exchange, or a list of names and e-mail addresses. A valid sampling frame should not systematically exclude any sub-groups of the survey population. For example, a database of all listed phone numbers in a given geographic area would systematically exclude people with unlisted phone numbers. A database containing the names and addresses of homeowners would systematically exclude apartment dwellers or anyone else who rents their home. The sampling frame must also be compatible with the data collection format selected in the previous step.

5. Determine the sample size and sample selection procedure: Unless the population under study is very small, a sample of the population is usually surveyed as opposed to an enumeration or census of the entire population. A sample survey is less costly and much faster than a census. Assuming random selection of the sample, sample size has a direct effect on the reliability of the survey results, and valid survey results are unattainable without adequate reliability. Sampling error or reliability of approximately plus-or-minus five percentage points at the 95 percent confidence level is generally viewed as the minimum acceptable level of reliability, which is achieved in Los Alamos with a sample of slightly fewer than 400 respondents. Generally speaking, larger samples yield more reliable data and smaller samples yield less reliable results. Random selection of the survey sample ensures that each member of the survey population has some known probability of being selected for the survey, which helps to ensure that the sample initially selected is a valid representation of the population. However, initial random selection does not guarantee a final representative sample. Some segments of the population may be more willing than others to cooperate and participate in the survey. The response rate achieved from each population segment represented in the sample can have a great impact on how well the sample represents the population and the validity of the survey results.

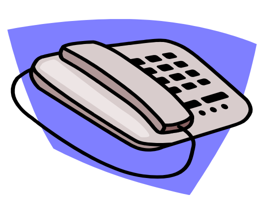
6. Design the survey instrument: Developing and formatting the survey questions is arguably the most important step in the research process. It is also the most complex and time-consuming. Even a brief summary of the principles of question design and formatting would fill several pages, and the principles vary somewhat by data collection format. Refer to the textbooks listed below for a complete discussion of these principles, or consult a research professional. Stated succinctly, the survey instrument must measure what it is intended to measure in an unbiased fashion, if it is to yield valid information. Pre-testing the survey instrument with a small group (20 to 40) of individuals who are similar in characteristics to the survey population is an important part of the design process. It will help to identify questions that are confusing, ambiguous or do not measure what they are intended to measure.

7. Administer the survey: This step involves collecting data from the survey sample. The most important considerations here are the overall survey response rate and how well the survey respondents represent the survey population. What is considered an adequate response rate depends on what is being measured and the likelihood that the opinions, attitudes and behaviors of respondents will differ significantly from those who do not respond. To minimize response bias, more effort should be directed at achieving a response rate well over 50 percent of the initial sample when the opinions, attitudes and behaviors of those who readily respond to the survey differ significantly from those who are more reluctant to respond or are more difficult to reach. It is equally important to consider that some demographic groups may have opinions, attitudes or behaviors that differ significantly from other groups. Over or under-representation of demographic segments in the sample may also bias the survey results. To the extent permitted by budget and time constraints, every effort should be made to achieve a final sample of survey respondents that is a reasonable representation of the survey population. Other important considerations in administering the survey include ensuring respondents' privacy and minimizing any inconvenience to them.

8. Process the data: This step involves entering survey responses into an electronic database and preparing the data for analysis and interpretation. If not managed and performed properly, data entry can be a substantial source of error in the survey results. Data entry personnel should be closely supervised, and a sample of their work should be checked for accuracy. When a survey is conducted by telephone, interviewers most often enter response data as they conduct each interview, with safeguards built into the data entry program to minimize errors. Nevertheless, these interview records should be checked for accuracy by making callbacks to a small percentage of respondents. This step also includes coding and summarizing responses to open-ended questions, which may require the skill of an experienced researcher. Responses to specific questions may also be tabulated and cross-tabulated by selected respondent characteristics in this step, which is most easily accomplished with statistical or specialized tabulation software.

9. Analyze the data and prepare the report: Unless a simple tabulation of results is all that is required, interpreting survey results and projecting them to the population requires at least some knowledge of statistical analysis and tests of significance. Furthermore, the results of complex analyses must be distilled and presented in such a way that an average reader can understand the conclusions these analyses reveal.

The brief outline of survey process presented here is not intended to serve as a comprehensive guide for planning and conducting a valid, scientific survey. It is provided to ensure that decision-makers are aware of the procedures and the important considerations and decisions associated with each stage of the process. When planning a survey, consult a research professional at a university or private research firm."



Jim Eshelman also provided the following list of recommended books that provide either comprehensive discussions of the principles of survey design and administration or in-depth discussions of survey-related aspects:

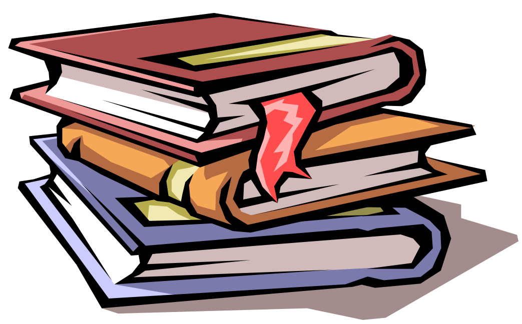
Asking Questions: The Definitive Guide to Questionnaire Design – For Market Research, Political Polls, and Social and Health Questionnaires; by Norman Bradburn, Seymour Sudman and Brian Wansink.

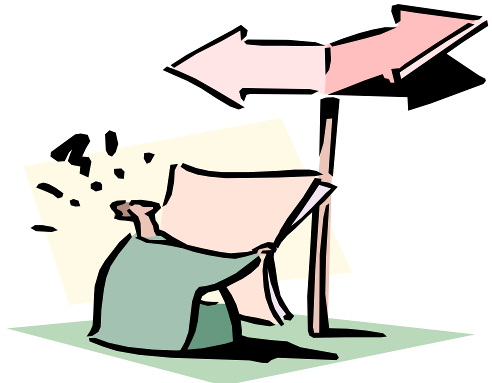
Improving Survey Questions: Design and Evaluation; by Floyd J. Fowler, Jr.

Mail and Internet Surveys: The Tailored Design Method; by Don A. Dillman.

Telephone Survey Methods: Sampling, Selection and Supervision; by Paul J. Lavrakas.

The Survey Research Handbook: Guidelines and Strategies for Conducting a Survey; by Pamela L. Alreck and Robert B. Settle."





Advertising Public Meetings

The following guidelines for advertising public meetings were prepared by Julie Habiger of the County's Communications and Public Relations Office, 4/17/07:

GUIDELINES FOR ADVERTISING PUBLIC MEETINGS

Los Alamos County strives to inform citizens of public meetings in a variety of ways and different venues. Here are some ideas and advice you may want to consider:

1. The Los Alamos Monitor and the LA Daily Post are popular news sources for County news. Readership is generally high according to local survey data. As such, a press release should be placed in one or both of the papers announcing a public meeting, public hearing or open house. The County's goal is to give citizens at least 7 days minimum notice of a public meeting – 10 days is preferred – and 14 days notice is optimal.

2. In addition, and depending upon your project budget, take out a display ad in the Monitor newspaper (at least two days notice to the Monitor is required for ad placement – for example, if you would like your ad to run on a Sunday, you must have it turned in to the ad department no later than Thursday by 10 a.m. – the paper doesn't publish on Saturday or Monday). The County has a contract rate that cuts your display ad prices almost in half. (Note: we are not able to extend the contract rate to contractors or consultants). The Monitor's highest readership day is Sunday, followed closely by Thursdays (when their entertainment supplement gets published with weekend events).The LA Daily Post offers weekly banner or sidebar ads, with the added benefit of click through links that will take the reader directly to more information on the topic. They can also post an ad within 24 hours, if not the same day. One disadvantage is that less expensive ads "push down" farther on the webpage, and might be missed. Sometimes the County can offer a prime "banner" spot at the top if it is not being used for other C&PR advertisements.

3. If your topic or project requires some education and background, call the Monitor and Daily Post and ask to do a “pre-meeting” story with their reporters that can run a few days before the public meeting, hearing or open house. This will heighten public interest AND educate the public. Go over your info with the reporters in advance, so that they have time to get up to speed on the background and ask you questions. You'll get a better story as a result because you're giving them time in advance to write it and just drop in last minute updates from the meeting.

4. The local radio station (KRSN1490 AM) usually does a morning drive-time talk show from 7 to 8 a.m. Monday through Friday. Send them a press release and they'll read it over the air in the morning and/or at lunchtime. They'll also do paid 30 or 60 second spots and they'll often times want to interview you for their morning show if you advertise with them. Ads are fairly inexpensive ($8.50 per 30 sec spot)and they recently added an FM station (107.1) which means their signal is better boosted, and, they tend to reach a wider audience as a result.

5. Send your news release to PAC 8 television and ask them to run it on a “PAC page”. This is free to the County because we have a contract with PAC 8 for council meeting broadcasts. Like KRSN, their audience is limited, but they do run meeting announcements during council meeting breaks and at various other times, so the additional exposure/publicity can help.

6. Banners on the two overpasses near the Los Alamos High School are also excellent ways to advertise a public meeting. These also rank high on our citizen survey. You can secure a two week spot on the banners through the County's 311 Customer Care Center (dial 311 or 662-8333). Be forewarned that certain times of the year are busier than others – the weeks before school lets out, and before Christmas, get booked quickly, for example. Banner spots are booked on a first come, first served basis. There is no charge for a banner permit. The local print shop (Aspen Copies) can make banners or if time allows, a website called cheapbanners.com is very low-cost with fast turnaround times. There are size limits on what size you can display on an overpass banner (check with the 311CCC for rules and restrictions on sizes).

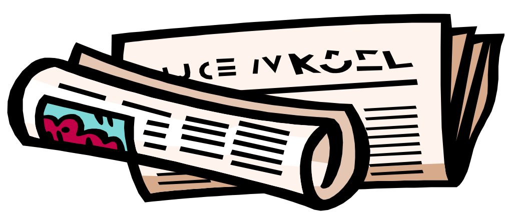
7. Put flyers in our County buildings, on the LCD screens in the lobby (contact CPR to schedule your ad) or (if you have resources to distribute them) – all around town in businesses – it's another good source of advertising for meetings – most businesses downtown will willingly display your ad in their window – especially if they can see it is a meeting of community general interest. The LAVA volunteers at the Senior Center help distribute flyers – contact the Center for details on their deadlines and availability.

8. Citizens in Los Alamos are very “computer savvy” – they will seek additional information about the topic or project, and any related public participation opportunities via the Internet. Staff can send a press release to the Communications and Public Relations Office and ask for it to be posted on the News page of the County's web site. Or, if you prefer to post it on your division's

web page, ask that it be linked to the home page for more prominence and easier access. You can also request that it be noted in the Friday e-mail newsletter (called *The County Line*) that the County sends to hundreds of subscribers every Friday at around 5:00 p.m.). You can also ask the County liaison to boost the News Story if they have a Facebook page. Facebook also allows for a commercial “boost” of any posting that is very low-cost and can be tailored just to the Los Alamos market. If interested, visit with your liaison or call CPR for details. It does require a credit card for the ad transaction.

9. Staff should post on the intranet “Front Page” meeting notices or press releases which then alerts subscribers, including the 311 Customer Care Center (Dial 311 or 662-8333). They have walk in traffic that averages 50 to 75 citizens EVERY DAY. Generally, this is the number that gets called when someone sees an ad about a meeting, so please don’t let them be blindsided with a question about a public meeting the County is hosting.

10. These guidelines work for meetings that are to be held within one or two weeks – if the B&C plans to host a meeting that’s over a month away, call the Communications and Public Relations Office. You might want to consider other venues like, a utility bill stuffer, a Monitor tabloid, or other things not mentioned here. Several groups or even Councilors host social media pages that are designed as forums, or, they are willing to pass along your information to help you with outreach efforts. Talk to the CPR office if you are interested in exploring these other kinds of options.



Appendices

Appendix A: Sample Public Information and Involvement Plan

Public Information & Involvement Plan (PIIP)

Today's Date: April 11, 2007

Project Name: Projects funded under GRT Revenue Bond Issuance

PIIP Phase: (Check one): __Conceptual ___ Design ___Construction X Administrative

Department: CAO

Project Manager: Diana Stepan & Anthony Mortillaro

PIO Assigned to Project: Julie Habiger

PART A. Who are you talking to?

All citizens of Los Alamos and White Rock have an interest in which projects will be funded under the GRT revenue bond issuance, as well as how the debt is structured and actually issued. The public has more commonly referenced the GRT revenue bond issuance in recent months as "projects funded under Bond Ordinance 529". However, this PIIP is structured to encompass the County's entire budget process, including the review of the Capital Improvement Project (CIP) list. The use of GRT revenue bond issuance is one financing mechanism being used for the CIP.

Do you intend to _X_ inform _X_ educate _X_involve the public? Check all that apply and note any explanations here.

Inform: The goal is to keep citizens informed about public meetings and other opportunities for the public to participate in the selection of projects that will be funded under the bond issuance. As the projects proceed, there is an additional need to keep citizens informed about each projects' design and construction, which will include updates on budgets and schedules.

Educate: Many citizens may not understand "how" the process for issuing bonds works, and thus the goal will be to provide education in an easy-to-understand format.

Involve: The Council has stated that the public will have an opportunity to voice their opinion on the projects that will be funded using the bonds. The PIIP needs to identify those opportunities and outline the plan for including citizens in the initial selection process (during the Council's consideration in April budget hearings as it relates to the CIP list). In addition, the Council has stated in their September 12, 2006 motion regarding the approval of Bond

Ordinance 529 that Staff must *“return to Council for approval of the expected sale terms for the bond, and approval of an updated CIP with specifics, before any bond sale”.* They wanted Staff to have a plan in place so the public can understand the specifics on each project, and wanted the public to have opportunities to give input on the projects as they move forward.

PART B. What are the issues?

<u>Background:</u> The County’s budget and CIP list were last updated August 22, 2006, in parallel with the Council’s decision to move forward with bond issuance. In December 2006, Bond Ordinance 529 became the subject of a referendum. A special election was held on January 30, 2007. Although 57% of those who voted upheld the Council’s decision last fall to move forward with issuance of bonds under this Ordinance, the fact that citizens were able to collect the required number of signatures on the petition for referendum indicated their strong public interest and desire to participate in financing decisions using GRT revenue bonds.

In the three months that have passed since the special election, the County’s Proposed FY 08 biennial budget has been developed. It will be published March 30, 2007. As might be expected with the development of each annual budget, information about financing options, project budgets, and revenues have been further refined. As a result, changes will be published to the CIP and Debt Summary that will be of interest to citizens. In summary, these changes are:

1. **The amount of the bond issuance has been proposed at $60 million** (see inserted page from the proposed budget – Debt Summary on the following page). Previous discussions with the Council last August had noted that the County could issue up to $75 million in bonds if they chose to do so. Upon further evaluation and refinement, and considering the most recent information available, the proposed CIP financing plan is more specific than the August 22, 2006 iteration. (See bullets 2-5 below). One overriding goal during the development of the proposed CIP financing plan was to try to minimize the overall total amount of debt financing.
2. The **Airport Basin Site debt-financing plan has been reduced from $50 million in the August 2006 CIP to $46 million in the proposed FY 2008 CIP**. The project budget of $66 million has not changed, but rather the financing situation has improved. The amount of cash from the GRT increments that took effect last July

have generated additional funds that can be applied toward the project and reduce the amount of debt required.

3. The **West Jemez Bypass has been proposed in the FY 08 CIP to include using $8.8 million of debt from the Bond Ordinance**. This is not a new piece of information for the public. Last August, the CIP list annotated the likely possibility that bond monies would be needed to pay for construction of the Bypass, because of the uncertainties about other funding availability that had been forecasted. This has proven to be the case: funding of $6 million for the Bypass was requested from the State legislature in January, but the legislature approved only $2 million, leaving a $4 million shortfall. Likewise, the August CIP update anticipated that the County could fund the Bypass using $6 million in land sale proceeds. The County now expects $1.2 million will be available in land sale proceeds in FY 08 – which is a $4.8 million shortfall.
4. Based upon and in support of previous Council direction last August that “no new projects” be added to the CIP, the FY08 proposed budget **will not include any additional projects that will require debt financing from this bond issue.** This also supports the technical goal of trying to minimize the overall total amount of debt financing required.
5. The proposed budget will contain **a new “Other” category for an additional amount under the bond ordinance of $5 million**. This “Other” amount is proposed for use in two ways: as contingency for the two projects listed above, or, to repay the debt early, if not needed for contingency. Again, this is not a new concept. As part of the “up to $75 million” amount, the September 12, 2006 agenda described that a portion of the debt may be needed as contingency, *“because all significant projects are still in the early planning stages and financing plans may need to be adjusted.”*
6. **Note: the budget is a “proposed” budget only: if the Council changes direction to Staff, <u>any or all</u> of the changes in 1 through 5 above could be changed, and the PIIP would be amended to reflect that new information.**

Debt Summary Table (Excerpt from FY 08 Budget)

Source	Total	Use: Airport Basin Site	West Jemez Bypass	Other
GRT Revenue Bonds as authorized under Ordinance No. 529	$ 59,951,048	46,151,048	8,800,000	5,000,000

Debt service under the Ordinance 529 issuance, for 20 years at 4.5%, is estimated to be approximately $4.6 million annually. The two GRT increments that were implemented in anticipation of this debt are projected to generate approximately $3.7 million annually. The remaining $0.9 million is programmed as a transfer out of the General Fund from higher projected GRT revenues.

Taking into consideration all of these changes, the PIIP needs to address opportunities for the public to become informed, involved and educated about the new plans for issuance of the GRT revenue bonds. There are 3 main issues:

1. **Issue 1: Types of projects that will be funded**: Currently, the CIP lists two prominent projects that will use bond monies – the Trinity Site Revitalization Project (construction of new County and Schools facilities at the Airport Basin Site) and the West Jemez Bypass. The Council will have the opportunity to revisit the CIP in April as part of its FY08 biennial budget update. As previously stated, the Council's direction last November regarding the FY08 budget was:

   "The County is currently at maximum capacity with its ability to effectively manage and finance the capital improvement program (CIP). In light of this, no new CIP projects will be solicited for FY 2008. During early FY 2008, staff should initiate a new, open, CIP planning cycle for the FY 2009 – 2010 Biennial Budget."

2. **Issue 2: Process for issuing the bonds:** The County has not issued bonds for general County capital projects in recent years, and so this is an unfamiliar process that should be explained to the public. Some of the questions that have been raised by the public include: How will the bonds be issued? How much does it cost for bond issuance? What are the steps (time needed) for bond issuance? Will the local community have the opportunity to purchase the bonds? Will the bonds be issued in one issuance, or will there be individual issuances for each project, as it is needed? How long does the County have to finish design and construction once the bonds are issued? What is the payback rate on the bonds – at what rate and for how many

years? What happens if the County's GRT projections fall short and there isn't enough revenue to pay back the bonds?

3. **Issue 3: Amount of bond issuance:** The public is interested in the amount of the bond issuance, as stated in (1) above, and how they will be able to voice their opinion on each project's funding.

PART C. What is your Plan?

1. **Inform** the public of the changes that have occurred since the last updated CIP in August 2006, particularly as it relates to the public's interest in the GRT revenue bond issuance for the CIP, and the two projects scheduled to use bond monies for construction. The public needs to be aware that they will have the opportunity to give the Council their feedback during budget hearings that begin in April. Budget hearings are not generally well attended by the public, based on past history. The public should be made fully aware via other venues and advertising of the fact that changes in CIP financing and use of the bond monies have been adjusted these last three months as the FY 08 proposed budget was developed and finalized. These changes might not be readily apparent to the public from the standard "budget information" that is disseminated each March, as noted below. Unless citizens are familiar with reading the budget information presented every year, understanding why and how these changes have occurred could be challenging. Additional public information highlighting the changes, along with directing the public to the budget book, is recommended by the PIO, as well as maintaining the "standard" info for announcing the availability of the budget, as detailed below:
   a. Budget books will be available on the website, at the two libraries, KanDu Center, and County Clerk. Cost: N/A, paid for by Finance each year (standard practice)
   b. Budget hearings are advertised via a Budget tabloid that has been distributed and published via the Monitor on March 28, 2007. This tabloid is distributed to 100 % households. Cost: N/A, paid for by Finance each year (standard practice)
   c. Advertise the availability of the Budget in the "County Line" Friday e-mail newsletter, along with upcoming budget hearings: Cost: $0 (standard practice)

d. Run two ads in the Monitor 1 week prior to the start of the budget hearings that highlight the information shown above in Part B that is new since last August. Ads should clearly encourage the public to attend budget hearings and highlight the point that this is the appropriate time to discuss the CIP and the bond issuance with the Council. Cost: $1000 for two ads in the Monitor. (additional public info)
e. Ask the Monitor to run an article the week before the budget hearings begin to highlight these changes, and interview the County about "why" the changes occurred. Cost: $0. (additional public info)

2. **Involve** the public in the discussions about the changes being proposed, and more generally, involve them in any related discussions specific to the CIP and the proposed use of the bond monies, during budget hearings on April 16, 17, 19, and May 8.
   a. The budget hearings are publicized already in the March 28 tabloid cited in Part C, (1) above. There are specific opportunities for public comment during these hearings, which the Council can then consider as part of their final recommendations to Staff and they can direct any changes to occur in the CIP or funding options prior to their adoption of the budget on May 8. The May 8 council meeting will also be a public meeting where the public can have the opportunity to comment. This is a total of four opportunities to comment on the issues identified in Part B, Issues 1 and 3. (standard practice)
   b. Run a total of 6 display ads in the Monitor announcing the Budget Hearings (typically the Finance office runs 2 "reminder" ads each year, and the PIO budget will pay for the additional 4 ads). These will run April 8, 10, 12, 15, 16, and 17. Cost: $1200.
   c. Run a corresponding weeklong, drive time radio ad on KRSN inviting the public to the budget hearings. Cost $300. (additional public info)
   d. Issue a press release about the meetings. Cost: $0. (standard practice)
   e. Place flyers similar to the ads in all county buildings, at the KanDu kiosk and on the website's home page. Cost: $20 for materials. (additional public info)
   f. Place a notice on PAC 8 television's "Pac Pages" for 2 weeks prior to budget hearings. Cost: $0. (standard practice)

   g. Use the next County Forum” TV. show on PAC 8 to discuss the changes – have the CAO and Chief Financial Officer as guests on the ½ hour (county funded) talk show on May 3. Cost: $0. (additional public info)
   h. Ask two Councilors to write two different “Council Corner” articles in the Monitor – one that can run once before and another one after the budget hearings, to encourage the public to attend, and to explain the changes. Cost: $0. (additional public info)
   i. Ask Councilors to visit with civic organizations or find other informal venues to visit with the public between the start of budget hearings and budget adoption. Cost: $0. (additional public info)

3. **Educate** the public regarding the “how to” of bond issuance. This will address Part B, Issue 2.
   a. This is tentatively scheduled for a summer Council Work Session in White Rock Town Hall at 7 p.m. The plan is to have the County’s financial advisors at the meeting to present info in easy-to-understand terms, and to answer questions from the Council or the public.
   b. Run 4 ads in the Monitor announcing the Work Session and inviting the public to attend. Cost: $1200.
   c. Run a corresponding weeklong, drive time radio ad on KRSN inviting the public to the budget hearings. Cost $300.
   d. Issue a press release about the meeting. Cost: $0
   e. Ask PAC 8 to tape and rebroadcast this portion of the Work Session for easy public viewing later on cable TV, and purchase tapes for the public to check out and view (from the KanDu Center). Cost: $300 (estimated).
   f. Develop follow up written materials (working with the CFO and bond counsel) that can be available for the public to pick up at the KanDu Center or public libraries. Post info to the website, as well as any PowerPoint presentation. Cost: $ 20 for materials.
   g. Invite a Councilor to write a “Council Corner” about the work session for the Monitor, to explain the bond process. Cost: $0.

4. **Involve** the public in project specific activities and options for public comment as defined under the Project PIIPs for West Jemez Bypass, and the Airport Basin Site. This will address Part B, Issues 1 and 3.

a. Two items can be noted that are already scheduled to occur prior to budget hearings the week of April 16: 1) both of these projects will be discussed at the April 5 Transportation Board meeting, and 2) the Airport Basin Site is scheduled for discussion of the 30% schematic design drawings at a May 1, 2007 Special Council/School Board meeting.

b. In addition, the County's consultant (Wilson & Company Engineering) will hold a public meeting about the Bypass on April 12.

c. Issues of the "Trinity Insite" monthly newsletter mailed to 100% households will be used for public information or education as appropriate (specific to the Airport Basin Site, not the Bypass).

d. *Reference the two PIIPs on file with the Council for more details about any of the project public meetings cited above and plans to publicize the meetings.*

5. **Involve** the public in a future public meeting regarding the sale of the bonds. This meets the request made in Council's motion of Sept. 12, 2006.

   a. Hold a public meeting (which could be a council meeting), tentatively scheduled for this Fall, to discuss the sale of the bonds. Plans for this meeting would be further refined as more details about the sale of bonds are known, but it is anticipated that the kind of advertising that would occur would be similar to the process used for the budget/CIP the meetings in the Monitor and on KRSN, as well as via the web page, KanDu Center and flyers. Cost: $1200 (estimated) for ads and materials.

6. **Total Public Information Budget**: $5540.

PART D. How will you know what the public thinks?

If your goal is to INVOLVE the public, do you plan to survey your defined public for their opinion regarding this project? No.

PART E. How will you know when you're finished with the public information and involvement plan for this phase?

Do you think this PIIP may need revisions after the project gets underway? Yes

If you answered yes, why do you think a revision may be needed? 1) Depending upon the outcome of the budget hearings in April, particularly as they relate to the CIP and Bond Ordinance 529, the PIIP may need to be altered to reflect new Council direction to Staff for any or all of the projects listed here; 2) Depending upon the outcome of meetings planned for the two projects, direction to proceed could change and this could impact public information efforts about Bond

Ordinance 529; 3) The format for the meeting on the bond sale needs to be solidified this summer, and a revision will be filed with more details.

PART F. How will you gather feedback about the success of your PIIP?

Do you plan to have any "lessons learned" sessions with your team post-project to discuss how well the PIIP did (or didn't) work? Yes, through weekly project team meetings, and in discussions with the CAO's project managers, with meetings that occur as needed.

Approved by: Project Manager: Anthony Mortillaro	Date
Approved by: Project Manager: Diana Stepan	Date
Submitted and Approved by: Public Information Officer	Date

Appendix B: Sample RFP for Professional Facilitation Services

COUNTY OF LOS ALAMOS

901 Trinity Drive, Los Alamos, New Mexico 87544 (505) 662-8052

Procurement & Contracts Division **Date**

REQUEST FOR PROPOSALS NO. 2007- xxxx
for
Professional Facilitation of Stakeholder Group Meetings

GENERAL INFORMATION

Sealed proposals in one unbound original and five bound copies will be received at the Office of the Purchasing Agent, Los Alamos County Annex, 901 Trinity Drive, Los Alamos, NM 87544, until 2:00 p.m. MT, ___, 2007 for this solicitation. Proposals will not be accepted after the scheduled closing time.

Proposals are invited from all qualified respondents. No Proposal may be withdrawn after the scheduled closing time.

BACKGROUND

Los Alamos County is soliciting proposals from qualified consultants to *(describe)*. The County's *(department)* requires a three (3) year period of ___ services to be provided <u>on a task order basis</u> by the Contractor in one or more of the functional areas as defined below:

1. Primary Services:

   a. Review the agenda for each meeting and make recommendations
   b. Design and lead stakeholder participation exercises
   c. Manage the agenda and schedule during each meeting
   d. Work with the County to create an evaluation form for participants
   e. Provide written summary of the meeting including key recommendations for posting on the County's web site

2. Time frame requirements for above services include:
   a.
   b.

3. On-site consultation, attending various on-site meetings, and conference calls with appropriate County Staff <u>may</u> be required.

PROPOSAL FORMAT *(Sample)*

In order to facilitate evaluation, please format your proposal in the same order used below. Proposals shall address the following items:

1. Firm's experience in providing similar services to local governments.

2. Statement of Qualifications, with provision of individual names and resumes for those who would be assigned to the contract, if awarded. Note: County reserves the right to approve any changes to personnel assigned to provide these services.
3. Proposal stating specifically how firm intends to provide the requested services, including the following:
    a. Describe how your agency would conduct desk audits and provide related services.
    b. Describe prep work and lead time requirements prior to on-site desk audits.
    c. Illustrate your flexibility working with clients and your availability.
    d. Demonstrate ability to meet timeframe requirements.
    e. Define accessibility by phone to provide support as needed.
4. A minimum of three (3) municipal or County client references with contact names and numbers. County reserves the right to contact firms listed as references and those individuals referenced under firm's qualifications and experience.
5. Cost Proposal:
    a. Fee schedule for each of the services as identified
    b. Related travel costs
    c. Hourly rates as may be applicable

PROPOSAL EVALUATION CRITERIA *(Sample)*
Proposals will be evaluated on the following criteria and weighted points:

Criteria	**Weighted Points**
Firm's similar experience in working with public government	20
Statement of Qualifications of individuals	15
Flexibility and response time	20
Quality of firm's Proposal	5
Reference checks (will be conducted on top three vendors)	20
Cost	20
TOTAL	**100**

SPECIAL CONDITIONS
The County reserves the right, at its sole discretion: to accept or reject any proposals; to waive any and all irregularities in any or all statements or proposals; to request additional information from any or all respondents; and to award a contract to the responsible Offeror whose proposal is most beneficial to County. While County intends to execute a contract for the services listed herein, nothing in this document shall be interpreted as binding County to enter into an agreement with any Offeror.

Following award of the solicitation by County Council, the successful Offeror will be required to execute a contract with the County in accordance with the terms and conditions set forth in the Services Agreement attached as Exhibit A. Offeror may identify any exception or other requirements to the terms and provisions in the Services Agreement, along with proposed alternative language addressing the exception; County may, but is not required to, negotiate changes in contract terms and provisions. The Services Agreement as finally agreed upon must be in form and content acceptable to County.

The Los Alamos County Procurement Code, Section 20-234, imposes remedies and penalties for its violation. In addition, New Mexico criminal statutes impose felony penalties for illegal bribes, gratuities, and kickbacks. By submitting a response to this solicitation, Offerors certify they are not currently suspended or debarred from conducting business with a State or the Federal Government of the United States of America or, if currently suspended or debarred, the response discloses and describes the nature and circumstances for such suspension or debarment, and the effective dates of the suspension or debarment.

CAMPAIGN CONTRIBUTION FORM

A CAMPAIGN CONTRIBUTION DISCLOSURE FORM is attached as Exhibit ___. Upon award, Contractor must submit this form, in accordance with Chapter 81 of the laws of 2006 of the State of New Mexico.

CONTACT INFORMATION

Prospective Offerors wishing additional information regarding this Request for Proposals should contact ___, *(Title)*, at 505-662-____.

Appendix C: Sample Stakeholder Meeting Agenda

Sample Stakeholder Meeting Agenda: *(taken from the Library Long Range Planning Committee Meeting)*

AGENDA

Time	Activity
9:00 - 9:30	▪ Meet and Introduce
9:30 – 9:40	▪ Agenda and establish ground rules
9:40 – 9:50	▪ Elements of Mission Statement, Community Vision
9:50 – 10:10	▪ Small group exercise #1 - Library Mission Statement
10:10 - 10:50	▪ Report back and discuss
10:50 – 11:00	▪ Break
11:00 – 11:20	▪ Library Survey Results and Customer Comments
11:20 – 11:40	▪ Small Group Exercise #2 - Derive 3 community needs from the survey
11:40 – 12:00	▪ Report back
12:00 – 12:30	▪ Large Group Exercise #1 – Select needs from Community Goals and complete list of needs
12:30 – 1:00	▪ Lunch
1:00 – 1:30	▪ Current Services Provided by the Library
1:30 – 1:50	▪ Small Group Exercise #3 – Select Service Responses to meet Community Needs
1:50 – 2:15	▪ Report Back
2:15 – 2:25	▪ Break
2:25 – 2:55	▪ Large Group Exercise #2 – Select Top 5 Service Responses
2:55 – 3:05	▪ Next Steps and Next Meeting
3:05 – 3:20	▪ Meeting Evaluation and Complete Feedback Form

Library Long Range Planning Committee Meetings

3 Meetings

- January 22, 2005 –Mission Statement, Community Needs, Service Responses
- March 16, 2005 – Review Goals and Objectives
- May 11, 2005 – Review and finalize the Plan

Purpose of the Committee Meetings

- Incorporate community perspective into the Library Long Range Plan

Library Long Range Planning Committee

- Charlie Kalogeros-Chattan, Library Manager, 662-8242

Contributor	Affiliation
Name	Art Community
Name	Law Enforcement
Name	Library Board
Name	Girl Scouts
Name	Russian Community
Name	School Board
Name	Realtors, Kiwanis, former County employee
Name	Maternal & Child Health, WR
Name	Home Schoolers, WR
Name	League of Women Voters
Name	Media, writing skills
Name	UNM-LA
Name	Asian Community
Name	Montessori, WR, parent, patron
Name	Rotary, former Council member
Name	Legal Community, legal skills
Name	Local Small Business, Otowi Bookstore
Name	Girl Scouts, County employee
Name	High School Student Council
Name	Senior Center
Name	LANL
Name	Schools
Name	LANB
Name	Library Staff

Appendix D: Library Long Range Planning Committee Meeting No 1

Meeting Notes

Purpose of this Meeting

- Generate library mission statements based in the community vision

  Library Staff will create a mission statement from those provided by the committee
- Identify community needs

  Derive needs from the Library Survey Results and the Council Goals identified during the strategic planning session
- Select service responses to address community need

Library Mission Statement

Community Vision and Council Goals

Los Alamos Vision Statement --Guiding Principle

- "Los Alamos is a unique combination of science and setting. We will preserve our safe, small town atmosphere, the natural surroundings and our past. We prize excellent schools, outdoor recreation, and the relaxed pace of life where shopkeepers and neighbors know your name. We will protect these treasures, even while we envision changes that will add to our quality of life."

Council Goals

1. Maintain quality essential routine services
2. Improve intergovernmental relations
3. Diversify the economy
4. Revitalize White Rock and Los Alamos downtowns
5. Maintain environmental quality
6. Improve transportation and mobility

Small Group Mission Statements

Small Group Mission Statement 1

Serve the greater Los Alamos Community by providing valuable and essential services to inspire and inform an educated community

- Access to information
- Location for sharing information and knowledge/ideas
- Safe, essential gathering place to make learning fun
- Celebrate the joy of learning
- Support parental youth programs, tutorial, encourage life long learning
- Adaptable to the changing needs
- To ensure equal access, informed educated community, needs of senior citizens.

Small Group Mission Statement 2

- Basis of library is its collection
- Access (not equal or easy – PC) through technologies to greater world of information
- Encourage access
- Exceed expectations
- Relevant, current information

Meeting Notes

Small Group Mission Statement 3

LACLS fosters life-long learning and citizen empowerment for the community and region through a variety of programs, collections and resources.

- Exchange ideas
- Exceed community expectations
- Provide access to quality, current information to everyone
- Collection needs improvement, is old and doesn't keep up to date in various areas
  - Current European literature
  - Information technology
  - Non-fiction

Small Group Mission Statement 4

The LACLS provides the larger community with free, open and equal access to general information on a broad array of topics, resources to promote expression, the joy of reading and life-long learning to meet cultural and recreational needs and the train needed to find, evaluate and use information effectively.

- Enhance, facilitate life-long learning
- Access – easy and equal for all
- Availability of Info
- Special direction for core groups (children, seniors, people w/disabilities
- Service, personalized
- Facilities: come for pleasure and recreation

Workshop Outcome 1: Large Group Library Mission Statements

Library Mission Statement Created by Committee

"LACLS enriches the lives of the diverse greater Los Alamos Community by exceeding expectations in providing open and easy access to valuable, comprehensive and evolving information and services."

Existing Library Mission Statement – also liked by Committee

"Dedicated to enriching your life and the community by ensuring easy and equal access to ideas, information, and services for all!

Library Survey Results Overview

Overview of Library User Responses

- 868 survey responses
- 91% use the Library at least once per month
- 75% Mesa Public Library users, 25% White Rock users
- 80% prefer afternoons and evenings for using the Library
- 99% consider the Library to be a very important or important community service
- 77% willing to pay more taxes to insure services maintained and improved

Meeting Notes

Top Four Uses of the Library

- Borrow a book for leisure 86%
- Obtain info on personal interests 58%
- Borrow videos, talking books, CDs 56%
- Read magazines, newspapers 39%
- All other uses were below 25%

Top four technology services & equipment respondents would like to see added

- More public Internet stations 46%
- Fax machine for public use 37%
- Self check-out 35%
- Wireless hot spots 24%
- All other responses were below 20%
- 30% skipped this question entirely

Categories to add to in the Collection

- General Fiction (362)
- Mystery (278)
- History (252)
- Motion pictures (video & DVDs) (249)
- How To's (195)
- Travel (182)
- Science Fiction (164)

Services customers don't know about, or don't use

- Meeting Rooms
- Adult Programs
- Children's programs
- Home Delivery
- Purchase requests
- Technology services
- The Library portion of the County web site, including its access to the Library on-line catalog

Customers get information about the library mainly from the local newspaper, but also from flyers, library staff members, and from friends.

Open-ended questions: What library service do you like the most? (459)

- Books (84)
- Interlibrary Loan (46)
- Audio Books (32)
- Reference Services (29)
- Library Staff (22)
- Computers & Internet Access (22)
- Youth Area & Collections (21)

Open-ended questions: What kind of new programs/services would you like to have? (300)

- Longer hours (38)
- More books (23)
- None (23)
- More children's programs (16)
- More audio books (12)
- More computer workstations (12)
- More adult programs (11)

Open-ended questions: How has your usage changed in the last five years? (468)

- Visit more (86)
- Same (51)
- Visit less due to shorter hours (33)
- Visit less due to other commitments (28

Workshop Outcome 2: Community Needs From Survey Responses and Council Goals

- Weekend Hours!
- Facility access inside and out are safe and comfortable
- Broad collection to meet community needs and goals
- Sufficient Hours to meet needs! Cutting edge, sufficient and remote electronic access – life-long learning, general info
- Training to access materials in the library
- Raise awareness of services (institution wide approach not just PR)
- Expand White Rock services and facility, make more attractive
- Accessibility to other sources of information and modes of presentation of information
- Services for small businesses collection, trade resources, technology
- Encourage shopping and coming to LAC with an attractive library, focal point
- Collaborate with Community Groups on programs and develop displays and ideas
- Integrate libraries with downtown, encourage pedestrian and bus access with safe ingress and egress

Service Responses

"A service response is what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs."
from Public Library Association New Planning for Results

Current Library Services and Service Responses Presentation

BASIC LITERACY: Addresses the need to read and perform other daily tasks

- Updated literacy collection
- Library tours for ESL students
- Special ESL book displays

BUSINESS & CAREER: Addresses the need for information related to business, careers, work, entrepreneurship, personal finances and obtaining employment

- Employment pathfinder
- Free word processors for creating resumes
- Job Fair for teens

COMMONS: Addresses the need of the people to meet and interact with others in their community and to participate in public discourse about community issues

- Periodicals reading area

- Art Gallery including show openings & supporting events
- Youth Services lap sit story times

COMMUNITY REFERRAL: Addresses the need for information related to services provided by community agencies and organizations

- Community Resources module as part of on-line catalog
- Sports registration forms
- Flyers from local organizations & community bulletin board

CONSUMER INFORMATION: Addresses the need for information to make informed consumer decisions and helps residents become more self-sufficient

- Consumer Reports
- Consumer pathfinder
- Auto Repair database

CULTURAL AWARENESS: Helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others

- Foreign language books, newspapers and AV materials
- Southwest Collection
- Folk dance programs

CURRENT TOPICS & TITLES: Helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences

- Best-sellers purchased weekly
- Topical book displays
- Readers' Advisory Service

FORMAL LEARNING SUPPORT: Helps students who are enrolled in a formal program of education or who are pursuing their education through a program of home schooling to attain their educational goals

- Proctoring of exams
- Meeting Rooms used by home school groups
- Homework Center for after school youth

GENERAL INFORMATION: Helps meet the need for information and answers to questions based on a broad array of topics related to work, school, and personal life

- Diverse collection of books, magazines & newspapers
- Electronic databases on a variety of topics
- Free Internet access

GOVERNMENT INFORMATION: Helps satisfy the need for information about elected officials and governmental agencies that enables people to participate in the democratic process

- State documents collection
- Agendas & Minutes of Council meetings

- Co-sponsored register to vote drive with LWV

INFORMATION LITERACY: Helps address the need for skills relating to finding, evaluating and using information effectively

- Public computer classes on Internet, e-mail database searching
- One-on-one instruction for patrons
- Library tours for Scout troops

LIFE-LONG LEARNING: Helps address the desire for self-directed personal growth and development opportunities

- How To manuals purchased for the collection
- Purchase requests and Interlibrary Loan
- Tutoring for all ages

LOCAL HISTORY & GENEALOGY: Addresses the desire of community residents to know and better understand personal and community heritage

- Heritage Quest database
- Los Alamos pamphlet file
- Local history displays in Youth Services

Workshop Outcome 3 – Service Responses to meet community needs in priority order

1. General Info
2. Commons
3. Life-long learning
4. Current topics
5. Cultural Awareness
6. Business and Career
7. Community Referral
8. Government Information
9. Consumer Information

Parking Lot (questions on other topics)

- How many mid-school and high school children come to the library after school?
- There seems to be a long waiting list for books due to overdue ones?
- Could the library proctor exams for UNMLA students who miss a test?
- More hours are a very high priority of the community.
- Does LACLS still have the highest number circulations per capita in the US as it did in the 60s?

Meeting evaluation

What Worked?

- Good facilitation
- Good work sticking to agenda and being on time
- 25 people came to consensus on the mission statement
- Appreciate Staff time to make full survey data available
- Thorough material for preparation and well timed

What could be Better?

- Like to have a list of attendees names and group association
- The exercise attaching service responses to the needs was too confining and difficult
- Unclear about data to consider, would like to have comparison data highlighted

Appendix E: Sample Feedback Form

Stakeholder Meeting Feedback Form

How worthwhile did you find the meeting?

[1 = not at all worthwhile, 5 = extremely worthwhile]	1	2	3	4	5
				14	9

Pleasure to work with bright, thoughtful people. Excellent insight into library issues, function. Very well prepared and run, efficient, impressive!
I think the groups need to be re-shuffled for different portions of the meeting in order to meet others plus the different group dynamics could generate interesting collective inputs.
Sometimes (rarely though) the process was confusing which led to frustration, but we usually got back on track.
Fast paced, well organized.
Better sense of community needs – met a lot of great people and because I care about the library.
Good. Facilitator – clear info – interest of participants – stuck to issues – bright people – good group work.
Enjoyed learning of the library's challenges and lending my thoughts to addressing them. Regina runs a good meeting.
Learned things about the library services that I didn't know.
Good interaction between individuals and groups. Well facilitated.
Helped me better understand the library's importance in our community and the extraordinary work required to manage it so well.

Did you find the presentations on the library survey and current services useful?

[1 = not at all useful, 5 = extremely useful]	1	2	3	4	5
				9	14

Well thought out and presented. Took a great deal of **work preparing** for this series of meetings!
I learned a lot about what the library has to offer and it opened my ideas to other people's perception of the library.
Learned valuable and interesting services that I was unaware of.
I needed the info to make informed input.
Puts this process in perspective; lets participants understand what the library is already doing.
Yes! Especially for those that didn't do homework. It also allowed us to ask clarifying questions.
Thought it was well done evidenced by the # of responses – very important to get more opinion from non-users.
Gives a snapshot of community perception.
They have good insight into how the library operates and why it does what it does.

Are there other issues that LA County should be aware of during this planning process?

Safety of children after school seems to have been addressed.
Directly addressing child safety and elderly safety. The service responses to not

match this well.
Library – business interaction.
The fact that most people get info on you through the Monitor hurts non-resident users who do not buy the Monitor. I rely on flyers and word of mouth and often don't get info on exhibits, etc. Do you send info to Journal North or SF N Mexican?
Seems a balanced awareness of role; it's easy for the 'all things to all people' problem to emerge and it didn't.
I would hope its vision grapples with the 10-15 yr. horizon and pressure technology advances of a highly connected society can place on physical service delivery.
An unpopular idea, but is charging late fees for overdue materials a viable source for funds to extend hours?

Do you have any comments?

Well organized. Things basically moved along. Normally 25 people on a committee is "overkill". I know you are attempting to draw from every contingency.
Thank you for including the home-schoolers!
Well thought out and managed meeting. Effective. One suggestion – may not be possible – I still found the room too noisy for effective group communication. The food was great!
I'm concerned "needs" identified don't translate well into "responses" identified. I hope the info leading to ranking of responses is shared with Staff.
I appreciate there being a spot on the committee for a rep. of the library Staff.
As discussed at the meeting briefly – we really need to find a way to get input from non-users.
I appreciate being asked to participate. I am not optimistic about building mission statement from stakeholders and think it is more beneficial to do this work among highly integrated individuals.