



LOS ALAMOS

Outreach Plan

GHG Study & Climate
Action Plan

August 2023

This Outreach Plan (“Plan”) provides a strategic framework for engaging the Los Alamos community and key project partners and stakeholders in development of the county’s Climate Action Plan (CAP). It includes the following sections:

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GOALS & OBJECTIVES

The CAP engagement process seeks to achieve the following goals and outcomes:

Primary Goals	Engagement Outcomes
Gather community perspectives and feedback that are representative of the diverse communities of Los Alamos to inform CAP development and guide decision-making.	Comments, questions, and indicated priorities from diverse representation of community members specific to CAP elements—including goals, strategies, and implementation considerations.
Create a framework for community action that clearly outlines how Los Alamos residents and businesses can achieve CAP goals and take ownership in action implementation.	Ideas from the community regarding their role in implementation—including actions that residents and businesses can take to meet community climate goals.
Secondary Goals	Engagement Outcomes
Educate, empower, and energize the Los Alamos community to cultivate a shared understanding around climate change and inspire action.	Presentations and informational outreach materials for the general public regarding climate action.
Strengthen community relationships with the County to facilitate and coordinate CAP implementation and other priorities/activities.	Identified contacts, collaboration on engagement outreach/events, and input from key audiences and stakeholder groups.

LEVELS OF ENGAGEMENT

Proposed engagement activities will span levels of engagement indicated in the table below. Activities included in this Outreach Plan are **bolded**.

1 Inform	2 Consult	3 Involve	4 Collaborate
Educate members of the group about the rationale for the project or decision; how it fits with County goals and policies; issues being considered, areas of choice or where input is needed.	Gather information and ask for feedback from group to better inform the County’s work on the project.	Work directly and consistently with group to ensure their concerns are understood and considered in the County’s planning process.	Create a partnership to work along with the County in developing and implementing the planning process or project.
Activities			
<ul style="list-style-type: none"> • Social media • Emails/newsletters • Open houses • Presentations • Factsheets • Council/Board meetings • Meetings with staff and email updates 	<ul style="list-style-type: none"> • Online community survey • Online public feedback platform • Focus groups/ interviews • Interactive posterboards • Pop-up events • Council/Board meetings 	<ul style="list-style-type: none"> • Interactive community workshops • Focus groups/ interviews • Council/Board meetings 	<ul style="list-style-type: none"> • Citizen advisory committees • MOUs with community-based organizations • Open planning forums • Regular stakeholder group meetings

PHASES OF ENGAGEMENT

Engagement will focus on the following three key phases of planning. Tactics will vary at each phase depending on the purpose and desired outcomes.

Phase 1: <i>Raising Profile and Visioning</i>	Phase 2: <i>Collaborative Planning</i>	Phase 3: <i>Refinement & Implementation Transition</i>
Objectives		
<ul style="list-style-type: none"> ✓ Build early awareness of CAP process ✓ Gather ideas, priorities, and concerns ✓ Gain baseline context ✓ Build stakeholder relationships 	<ul style="list-style-type: none"> ✓ Vet proposed targets & goals ✓ Share, vet, and prioritize strategies & actions 	<ul style="list-style-type: none"> ✓ Solicit feedback on draft CAP ✓ Plan for implementation ✓ Build buy-in & inspire action
Outcomes		
<ul style="list-style-type: none"> ✓ Vision, priorities, concerns ✓ Initial list of action ideas 	<ul style="list-style-type: none"> ✓ Final targets & goals ✓ Final CAP strategies & actions 	<ul style="list-style-type: none"> ✓ Draft CAP ✓ Final CAP
Activities		
<ul style="list-style-type: none"> ✓ Online survey ✓ Focus groups/interviews with County staff, stakeholders, and/or representatives from community-based organizations (CBOs) ✓ Social media/website outreach ✓ Comment box ✓ County Council meeting ✓ Pop-up events & in-person outreach 	<ul style="list-style-type: none"> ✓ Community workshop ✓ Social media/website outreach ✓ Comment box ✓ County Council meeting ✓ ESB/stakeholder meeting 	<ul style="list-style-type: none"> ✓ Online public feedback platform for draft CAP ✓ Social media/website outreach ✓ Comment box ✓ County Council meeting

COMMUNITY CONTEXT

Los Alamos sits between the Rio Grande and Pajarito Plateau in New Mexico and has a population of around 19,000 people. Some of its unique characteristics include the well-known Los Alamos National Laboratory and a generally well-educated and affluent community. While the community is relatively affluent, stakeholders and community members represent diverse groups, as detailed below.

The table below describes some of the ways Los Alamos is unique, as discussed in the project kickoff meeting, and what those characteristics might mean for engagement:

Los Alamos...	Engagement Consideration
...has active civic groups.	Engage active civic groups like Voices of Los Alamos and League of Women Voters; encourage advocate groups to conduct their own outreach to their communities.
...cares about public health, practicality, and cost-effectiveness.	Frame CAP efforts through a public health and safety, practicality, and cost-effectiveness lens, when appropriate.
...does not always react well to the word “climate.”	Focus most outreach and engagement materials on the words and phrases “environmental stewardship” or “sustainable future” to avoid climate polarization.
...is home to the Los Alamos National Laboratory (LANL).	Partner with LANL to amplify outreach and solicit employer perspective. Engage LANL employees—who bring educated and international perspectives—on their ideas and priorities for the CAP.
...has an older housing and building stock.	Engage with renters, landlords, and home and building owners to inform about energy retrofit options.
...has relatively large Asian and Hispanic/Latino populations.	Identify and partner with Asian and Hispanic/Latino community-based organizations.
...is highly educated.	Tap community knowledge for CAP development and implementation support. Meet the community where they’re at (e.g., provide more technical background information).
...has neighboring pueblos.	Inform these groups and other neighboring jurisdictions and communities about the CAP process, aligned with Los Alamos’ goal to think regionally.
...has a large proportion of the community registered on the County’s survey platform.	Use the County’s survey platform for the community survey.

Household Language by Language Spoken at Home ²	Children (5-17 years)	Adults (18+)
English only	90.6%	84.1%
Spanish	4.7%	7.7%
Other Indo-European languages:	1.3%	2.6%
Asian and Pacific Island languages:	2.9%	4.9%
Other Languages	0.6%	0.7%

INCOME, EDUCATION, AND EMPLOYMENT

Income and Earnings ²	
Median household income (in 2021 dollars), 2017-2021	\$123,677
Per capita income in the past 12 months (in 2021 dollars), 2017-2021	\$64,521
Persons in poverty, percent	4.2%
<\$50,000	15%
\$50,000 to \$99,999	24%
\$100,000 to \$199,999	37%
\$200,000 or more	23%

Education ²	
High school graduate or higher, percent of persons aged 25 years+, 2017-2021	98.2%
Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	68.5%
No degree	1.8%
High school graduate	9.7%
Some college	19.9%
Bachelor's degree	25%
Graduate or professional degree	43.5%

Computer and Internet Use ¹	
Households with a computer, percent, 2017-2021	96.3%
Households with a broadband Internet subscription, percent, 2017-2021	93.0%

Family and Living Arrangements ²	
Households, 2017-2021	8,029
Persons per household, 2017-2021	2.4%
Married Couples	70%
Non-Family	18%
Male Householder	6%
Female Householder	6%

Employment ³	
In labor force	68.5%

³ [Employment Status for the Population 16 Years and Over | censusreporter.org](https://censusreporter.org)

Employment³	
Not in labor force	31.5%
Civilian labor force	68.2%
Employed	66.1%
Unemployed	2.1%
Armed Forces	0.3%

TRANSPORTATION

Means of Transportation²	
Drive alone	74%
Public transit	2%
Carpooled	10%
Worked at home	10%
Bicycle	2%
Walk	2%
Other	1%
Mean travel time to work in minutes (2017-2021)	15.9

KEY AUDIENCES

Internal County entities and external stakeholders that will support this process are summarized below. See a more detailed list of key audiences and stakeholders [here](#).

Audience & Description	Groups	Engagement Goal
Internal County stakeholders		
Decision-makers <i>County leaders who make decisions that drive investment and policy</i>	<ul style="list-style-type: none"> • County Manager • County Council • Sustainability Manager 	Inform and update for decision-making. Consult and involve to gather feedback on engagement plan and opportunities and draft CAP
Implementation Leads <i>County staff who are responsible for directing CAP implementation in departments</i>	<ul style="list-style-type: none"> • Department & division heads and staff • Board of Public Utilities (BPU) • Environmental Sustainability Board (ESB) • Sustainability Manager 	Inform and consult to ensure support, align with priorities and processes, and gather feedback on actions
Guides and Analysts <i>County commission/committee members whose support and direction are important for CAP development and implementation</i>	<ul style="list-style-type: none"> • Sustainability Manager • Environmental Sustainability Board (ESB) • Board of Public Utilities (BPU) • Los Alamos Sustainability Alliance (LASA) 	Inform and consult to gather feedback as needed on relevant action areas
External stakeholders		
Advocates <i>Very supportive of climate action and willing to put in effort to support CAP process</i>	<ul style="list-style-type: none"> • Environmental community-based organizations • Voices of Los Alamos • Civic groups 	Involve to conduct outreach to membership and participate in meetings throughout project
Critical Perspectives <i>Groups frequently not reached during public processes but critical to equitable outcomes from CAP implementation</i>	<ul style="list-style-type: none"> • Communities of color (e.g., Asian, Hispanic/Latino, and Indigenous) • Limited/non-English-speaking communities • Low-income communities • Faith-based communities • Youth • Seniors • Renters 	Involve through tailored outreach to create accessible opportunities to participate in CAP process
Implementation Partners <i>Conduct operations that affect the success of CAP implementation</i>	<ul style="list-style-type: none"> • Utilities • Transit agencies • Contracted services (e.g., waste hauling) • Business community (e.g., Chamber of Commerce) • Regulatory agencies (local and state) • Los Alamos National Laboratory 	Inform, consult with to gather feedback, and involve in developing strategies in respective area of expertise
General Public <i>CAP strategies and implementation affect day-to-day lives</i>	<ul style="list-style-type: none"> • Various groups and communities 	Inform throughout the process and consult on strategies and the draft CAP

APPROACH OVERVIEW

We propose a mix of core engagement strategies to engage audiences at each planning phase. Consultant-led activities are **bolded**.

Stakeholder Group	Phase 1: <i>Goal & Action Development</i>	Phase 2: <i>Collaborative Planning</i>	Phase 3: <i>Refinement & Implementation Transition</i>	Throughout CAP Process
Internal Stakeholders				
Decision-makers	✓ Council meeting – introductions & methods	✓ Council meeting – GHG results and high-level actions	✓ Council meeting – draft CAP ✓ Council meeting – CAP adoption	
Implementation Leads	✓ Focus group ✓ As-needed meetings and emails with staff	✓ As-needed meetings and emails with staff	✓ Circulate draft CAP for comment	✓ Email updates & one-on-one meetings
Guides and Analysts		✓ ESB/stakeholder meeting		✓ Council meeting – invitation to join
External Stakeholders				
Advocates	✓ Community survey ✓ In-person surveying at events	✓ Public workshop	✓ Online feedback platform for draft CAP	✓ County webpage ✓ Email listserv, social media posts, and County newsletter, including monthly project updates
Critical Perspectives	✓ Community survey ✓ Focus groups (Community Leaders) ✓ Interviews (1-2) ✓ Additional focus groups or interviews ✓ In-person surveying at events	✓ Public workshop ✓ Additional focus groups or interviews		✓ Pop-up events ✓ Outreach materials (fact sheet, posterboards) ✓ Online feedback platform (comment box) for general project feedback
Implementation Partners	✓ Community survey ✓ Interviews (1-2)	✓ Public workshop		
General Public	✓ Community survey ✓ In-person surveying at events	✓ Public workshop		

SCOPE OF CONSULTANT ENGAGEMENT

Per the contract, we have planned for 10 meetings, outlined above by stakeholder and phase and listed below. We are happy to discuss with the County which events are most important for the consulting team to attend in-person and which events we can attend remotely.

- 1) **Council meeting** – introductions + GHG methodology and engagement plan and work plan (remote).
 - a. For all Council and Board/Commission meetings, we will prepare and present a PowerPoint presentation in collaboration with County staff and assume that meetings will last no more than 2 hours.
- 2) **Council meeting** – GHG results + high-level actions to help inform funding during budget season (in-person).
- 3) **Council meeting** – draft CAP (remote).
- 4) **General public/community workshop** – CAP strategy & action development (in-person).
- 5) **Focus group** – key County staff/implementation leads (see “County-specific stakeholder group” section below), including management and divisions that would be impacted by and involved with this effort (in-person).
- 6) **Focus group** – key community leaders/representatives (see “Community-based stakeholder group” section below) (in-person).
- 7) **Focus group** (in-person).
 - a. Potential communities to prioritize for focus groups and interviews include:
 - i. Youth.
 - ii. Low-income.
 - iii. Asian.
 - iv. Hispanic/Latino.
 - v. Indigenous.
 - vi. Demographics (age, race/ethnicity, income) that are underrepresented among community survey respondents.
 - b. We will discuss ways to offer compensation or other benefits (e.g., meals, childcare, gift cards) to focus group attendees and interviewees for their time and expertise.
- 8) **Interviews** with 2-3 key stakeholders (remote).
- 9) **ESB/stakeholder meeting** – strategy & action development. Larger stakeholder meeting, inviting representatives from BPU, LARES, zero waste, etc. (remote).
- 10) **TBD** – to be decided later in the process based on project engagement needs. This meeting could be a workshop with one of the groups described below in the “New Stakeholder Groups” section, high school students, a Board or Committee, or a CBO (in-person).

In addition to the 10 meetings above, the consultant team will lead implementation of the following:

- Community survey (1).
 - In addition to promoting the survey to those already registered on the County’s survey platform, promote the survey through focus groups, monthly updates, County website, outreach materials, and other activities in the “Recommended County-led Engagement” section (such as pop-up events or tabling) to reach a broader audience.
- Outreach materials (described below in the “Outreach Materials” section).

- Online feedback platform for draft CAP (likely Konveio).
- County website comment box, open throughout project – consider the Los Alamos Now app.
- Meeting with County staff about Zero Waste Pathway (remote).

The consulting team will develop brief summary reports (2–5 pages) after each touchpoint with external stakeholders (community workshop, community survey, focus groups, interviews). These summary reports will include attendance and demographic information (where collected) and key themes.

RECOMMENDED COUNTY-LED ENGAGEMENT

In addition to supporting the engagement scope described above, we recommend that County staff members lead the following engagement activities, as feasible, supported by the planned outreach materials developed by the consulting team (see “Outreach Materials” section):

- **Pop-up events** – set up informational and interactive booths at public events like the County Fair, community days, farmers’ markets, and summer concerts.
- **Conservation Conversations** – continue to engage with the community through Conservation Conversations.
- **In-person outreach** – meet the public where they’re at by visiting local coffee shops, parks, schools, and grocery stores. Conduct informal outreach and/or set up informational and interactive tables.
- **Focus groups and interviews** – using materials and guidance provided by the consultant team, lead focus groups and interviews with key stakeholders and CBOs.
- **Email, website, and social media** – throughout the project, share updates and invite community feedback through email listservs, the County website, and social media posts (Cascadia will create monthly update templates for the County to use).
- **Other outreach and marketing channels** – identify and use other outreach channels to spread the word about the project and invite participation (e.g., utility bill inserts, local newspaper, radio).
- **Outreach materials to other groups** – empower community members and groups to do their own outreach; give people outreach materials for them to leave at their business/school/organization or give to family and friends.
- **Council meetings** – meet with Council at 1–2 additional points throughout the process to give updates and keep Council informed; lead the CAP adoption Council meeting.
- **Board and commission meetings** – as needed, meet with additional relevant boards and commissions (e.g., ESB, BPU, Planning and Zoning Commission) to give brief updates on the project and invite stakeholder input.
- **County staff updates** – as needed, update County staff about the process through meetings and emails.
- **New stakeholder groups** – if desired and if staff capacity allows, create and facilitate new stakeholder groups, detailed below in the “New Stakeholder Groups” section. This can also happen after CAP adoption, during implementation.

NEW STAKEHOLDER GROUPS

The County has expressed interest in creating two new stakeholder groups—one community-based group and one County-specific group. These groups would be key partners to the County throughout both the CAP development and implementation phases.

Our scope includes one focus group with each of the stakeholder groups described below. Near the end of the CAP process, when the CAP is closer to adoption and implementation, the County could consider formalizing these groups and meeting with them more regularly to implement CAP actions.

COMMUNITY-BASED STAKEHOLDER GROUP

The community-based stakeholder group (“Community Advisory Committee” or “Citizens Sustainability Group”) would be comprised of community members representing different segments of Los Alamos County. Individuals that represent the following entities and communities should be invited to join the group, in addition to other groups the County identifies:

- Los Alamos National Laboratory
- Seniors (senior center, Los Alamos Retired and Senior Organization)
- Youth (high school, JJAB)
- Businesses (aim for one representative from a small business and one from a large business; Chamber of Commerce)
- Equity-based CBOs (consult Racial Equity and Inclusivity Task Force, social services department, and Voices of Los Alamos)
- Religious and faith-based communities (churches, Los Alamos Jewish Center)
- Asian, Hispanic/Latino, and Indigenous communities
 - Are there any specific churches, Asian/Hispanic/Latino/Indigenous-owned businesses, or organizations to note here? (MANA del Norte; LANL’s Hispanic Opportunities for Los Alamos (HOLA), American Indian Employee Resource Group (AIERG), and Asian Pacific Islander Employee Resource Group)
- Advocate/civic/environmental groups (League of Women Voters, Voices of Los Alamos, Pajarito Group of the Sierra Club)

During the CAP development process, the group’s key role would be to promote existing engagement channels to their networks to ensure broad community participation. This might include posting outreach materials at their organizations, businesses, or churches; spreading the word about the community survey and workshop; or leading their own focus groups or interviews. Additionally, the group would provide feedback on the CAP content and priorities during a focus group. During the CAP implementation process, the group’s key role would be to serve as implementation partners, as feasible (e.g., implement outreach and education campaigns in their communities, leverage their networks and connections to support CAP implementation, generally support CAP efforts).

COUNTY-SPECIFIC STAKEHOLDER GROUP

The County-specific stakeholder group (“County Green Team,” “County CAP Task Force,” or “County CAP Implementation Team”) would be comprised of County staff and other internal stakeholders.

Individuals that represent the following entities should be considered for membership in the group, in addition to other groups the County identifies:

- Public Works Department
 - Environmental Services Division
 - Capital Projects & Facilities Division
 - Fleet Division
 - Traffic & Streets Division
- Community Services Department
 - Parks, Recreation, and Open Spaces
 - Social Services
- Department of Public Utilities
 - Conserve & Reduce
 - Energy Resources
 - Solar Power Installation
- Community Development Department
 - Planning Division
 - Housing
 - Municipal Code
- Emergency Management (EM)
 - Hazard Mitigation Planning
 - Natural Disasters
 - Preparedness Planning
 - Wildfire Defensible

During the CAP development process, the group’s key role would be to provide feedback on the CAP content and priorities during a focus group, especially implementation planning and considerations. During the CAP implementation process, the group’s key role would be to provide cross-departmental accountability and coordination on implementation.

OUTREACH MATERIALS

To support the wide variety of engagement strategies and key audiences, Cascadia will develop the following key communications and outreach materials:

- **Branded Word, PPT, and Excel templates.** Project-specific branded templates will create a consistent “look and feel” across all CAP-related collateral and deliverables, including a color scheme, branding, and font styles—consistent with the County’s current style guidelines.
- **A one-page project summary factsheet** with a CAP overview and “what you can do” messaging.
- **One business card and postcard-sized “leave-behind” for general outreach.** These materials will provide a brief introduction to the CAP process and feature a QR code to direct users back to the project landing page.
- **Interactive poster** with project information and one or more activities for use at tabling events and/or public workshop. Community responses will be used to inform the priorities, strategies, and actions of the CAP.
- **Sign-up sheet** using branded templates to collect email addresses for outreach.
- **Monthly updates** to key stakeholders via **social media content** and **digital advertisements**. Cascadia will develop a branded template that can be used on social media or the local newspaper square and update the text each month. The County will be responsible for disseminating the updates through relevant engagement channels.
- **Email announcements and invitation letters** for select engagement activities, such as focus groups or the community workshop.

KEY MESSAGES

These key messages are meant to guide community engagement around development of the Los Alamos CAP.

What is a Climate Action Plan? Why is it important?

- A Climate Action Plan (CAP) is a plan to reduce a community’s climate pollution and prepare for impacts like hotter weather and more wildfires.
- A CAP can provide many benefits to individuals and the community, including improvements in quality of life and public health, enhanced resilience, greater cost savings, and environmental preservation and stewardship.
- By taking action to reduce Los Alamos’ emissions and prepare for climate risks, the County and community will take important steps to protect the health and well-being of our residents and economy.

Why should I participate in the process?

- This is an ongoing opportunity to tell us your priorities and concerns when it comes to a sustainable and resilient Los Alamos, including policies related to public health and safety, cost savings and financial assistance, clean air and water, and environmental stewardship and sustainability.
- By participating, you have an opportunity to guide the development of Los Alamos’ climate action.

How will my feedback be used?

- Public input will be an essential part of this climate action planning process. We will consider public input along with input from County staff, community leaders, and partners throughout the planning process.
- This public engagement will inform a Climate Action Plan that is part of an ongoing, iterative planning process that will evolve and grow over time. By participating, you have an influence on solutions—including public investments, actions for individual behavioral change, and business strategies and opportunities—for the whole Los Alamos community.

How can I participate and learn more?

- Learn more by visiting the project website or by attending an upcoming community workshop or Council meeting. The project website is lacnm.com/sustainability (QR codes on the postcard and factsheet also lead to this site). There, you can learn more about the project and provide feedback.
- Join us at the 8/22 County Council meeting and take our online community survey in the fall.
- Tell your friends and neighbors to get involved and share their opinions!

TIMELINE

Below is the tentative timeline for the engagement activities discussed in this Outreach Plan. Dates may shift as the project progresses, and any changes will be discussed with the County team. Note that some activities are ongoing and not included in this timeline (outreach materials, monthly updates, County-led pop-up events and in-person engagement, etc.).

August 2023

- Council meeting #1 – introductions, GHG methodology, Outreach Plan

September 2023

- Community survey

October 2023

- Community survey

November 2023

- Meeting with County staff about Zero Waste Pathway

December 2023

- Focus group(s)
- Interview(s)

January 2024

- Focus group(s)
- Interview(s)

February 2024

March 2024

- ESB/stakeholder meeting

April 2024

- Council meeting #2 – strategies and actions
- Community workshop

May 2024

June 2024

- Council meeting #3 – draft CAP
- Online feedback platform for draft CAP

MEASURING SUCCESS

Once the engagement campaign is underway, we will **monitor, evaluate, and adaptively manage** our approaches to ensure that we’re effectively connecting with people and that we stay on track to meet the County’s goals and schedule.

We will track engagement activities and provide **summary reports** after each key engagement event with external audiences. Our reports typically include sections that highlight key themes and implications for the CAP process. This will allow the team to periodically reassess our messaging and strategies for different audiences, re-direct resources as needed, and prioritize activities moving forward (such as hosting additional outreach events to reach underrepresented groups). We’ll track metrics across the following outreach activities and include all available data in our reporting to the County.

Involvement Approach	Target or Goal	Metrics
Overall Metrics	<ul style="list-style-type: none"> ✓ Engagement will reach a cross-section of the Los Alamos community and is representative of the County’s demographics. ✓ For critical perspectives, engagement efforts will oversample these groups consistent with best practices. 	<ul style="list-style-type: none"> ✓ Population parity – do those reached reflect the demographics of Los Alamos? Do efforts successfully oversample priority groups with critical perspectives? ✓ <i>Demographic questions will be optional to encourage participation in engagement activities, but we will include them for as many activities as possible.</i>
Online Survey	<ul style="list-style-type: none"> ✓ Survey will reach 2% of Los Alamos County’s population. ✓ Survey will be representative of the demographics of Los Alamos. 	<ul style="list-style-type: none"> ✓ Number of respondents (target: 380 respondents). ✓ Demographic representativeness of respondents, as measured via survey questions.
Online Feedback Platform for draft CAP	<ul style="list-style-type: none"> ✓ Feedback platform will reach 1% of Los Alamos County’s population. ✓ Feedback will be representative of the demographics of Los Alamos. 	<ul style="list-style-type: none"> ✓ Number of commenters (target: 190 respondents). ✓ Demographic representativeness of respondents, as measured via survey questions.
Public Workshop	<ul style="list-style-type: none"> ✓ Workshop will have at least 30 participants. ✓ Workshop will be representative of the demographics of Los Alamos. 	<ul style="list-style-type: none"> ✓ Number of registrants (target: 60 people). ✓ Number of attendees (target: 40 people). ✓ Demographic representativeness of attendees, as measured via in-workshop poll questions.