



LOS ALAMOS

Community Services Department

Standard Operating Procedure

All CSD Divisions

Marketing Plan

Version 2021 v. 01
Approved Date 11/3/2021
Approved by *Cory Styron*
Department Director

Purpose

This Plan's intent is to cover the majority of all Community Services Department's (CSD) marketing needs. Creating a comprehensive, integrated marketing plan requires reflecting on current state of affairs, scoping out the future, and establishing an actionable plan to move CSD toward its short- and long-term goals.

The document defines the CSD's audience, brand message and provides recommendations regarding CSD's approach to community relations & marketing. Information regarding the marketing mix, marketing strategies, community relations strategies, and market research evaluation methods describes how the CSD programs, facilities, and services are presented to the public.

Responsibility

The Senior Management Analyst in the Community Services Department is responsible for the implementation and management of this plan.

Branding

Please refer to the Los Alamos County Branding Guidelines and Standards Document.

Objectives

- Provide accurate and timely information about programs, services, and facility updates
- Help improve and maintain community relationships
- Encourage participation in programs, events, and services provided by CSD and its contractors.

- Encourage residents, user groups, visitors, and tourists to utilize the County's Recreational Facilities, Social Services, Parks and Open Spaces, and Cultural Services.
- Inform residents, user groups, visitors, and tourists of the benefits of recreation and its added value to quality of life.
- Solicit input from residents, user groups, visitors, and tourists of:
 - Quality and satisfaction of current programs and services
 - Future programs, services, and projects
 - Demographic availability
 - New ideas to adapt services according to trends
- Continuously improve processes in order to meet CSD's customer needs and exceed expectations.

General Demographic Information

The Target Market for CSD includes residents and non-residents of Los Alamos County. CSD's programs, services, and facilities are designed to serve the needs of its residents and visitors, regardless of age, race, or income.

Demographics: Per the 2020 census, the population of Los Alamos County is 19,419. Of this population 48.9% are female, and 51.1% are male. The primary target market for CSD tends to females as they are the largest respondents to digital marketing efforts. CSD currently does not currently have demographic trackable methods for traditional print materials. Below is a table showing the ethnic diversity within Los Alamos County, per the 2020 Census.

Race and Hispanic Origin	
White alone, percent	87.9%
Black or African American alone, percent (a)	1.4%
American Indian and Alaska Native alone, percent (a)	1.4%
Asian alone, percent (a)	6.6%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.1%
Two or More Races, percent	2.6%
Hispanic or Latino, percent (b)	18.5%

Of the total population of Los Alamos County, the 2020 Census reported that 4,723 were between the ages of 0 -19 years old, which represents 24% of the population.

Disabilities: Per the 2019 American Community Survey, Los Alamos County has an estimated 16% of disabled residents, ranging from cognitive difficulty to hearing difficulty, and independent living difficulty to vision difficulty.

Income & Residence Value: Los Alamos is an affluent community, due to the home of Los Alamos National Laboratory that attracts not only regional residents for employment, but recruits multiple professionals from around the world. Per the 2020 Census, Los Alamos County has an estimated median household income of \$121,324,

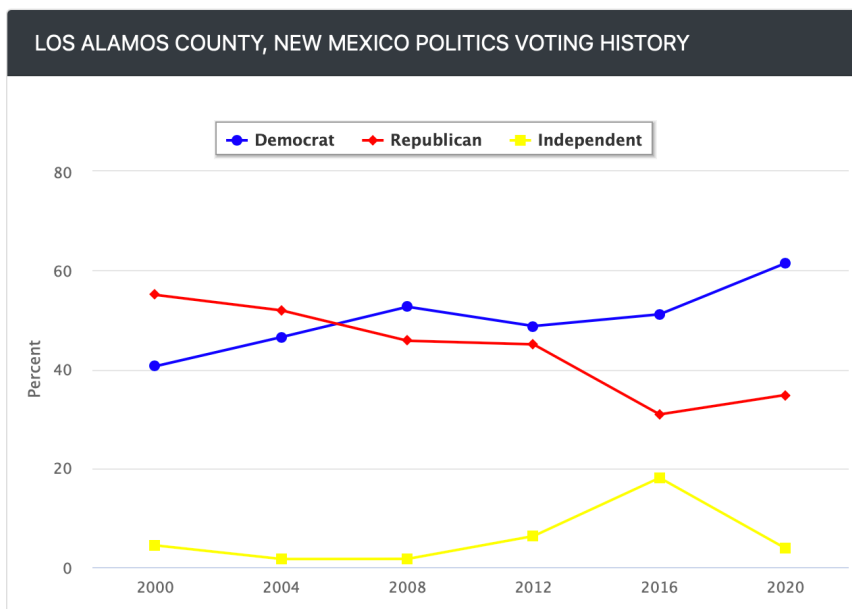
which is significantly higher than the estimated median household income for the state of New Mexico, \$51,945. As of 2019, the estimated median house value was \$314,900, which is more than 1.5 times the entire state as a whole, \$196,300. The cost of living index for Los Alamos County is 103.2, slightly higher than the national average.

Despite the high median income and residence values in Los Alamos County, 9.6% of the population reported living on poverty in the 2019. The below chart shows the poverty status by Race in Los Alamos County in 2019.

Label	Estimate	Estimate	Estimate
▼ RACE AND HISPANIC OR LATINO ORIGIN			
White alone	15,893	729	4.6%
Black or African American alone	94	2	2.1%
American Indian and Alaska Native alone	178	0	0.0%
Asian alone	926	27	2.9%
Native Hawaiian and Other Pacific Islander alone	0	0	-

Education: Los Alamos County is a well-educated community. The percentages of Los Alamos Residents who have attained at least a High School Diploma (or equivalency) or higher (97.6%), a Bachelor's Degree (26.6%) or a Graduate or Higher Degree (67.4%) are significantly higher than the state of New Mexico, 26.5%, 15.5% and 27.7%

Politics and Religion: The results of the 2020 presidential elections portray a Democratic community. In the 2020 presidential election 61.4% of the people voted Democrat and 34.8% voted for the Republican Party, and the remaining 3.8% voted Independent. Furthermore, 66.8% of residents of Los Alamos County reported being religious, and breaks down as follows: 16.1% Catholic, 15.9% Baptist, 8.2% another Christian faith, 5.9% Methodist, 5.8% Presbyterian, 5.6% Church of Jesus Christ, 3.7% Lutheran, 2.4% Episcopalian, 1.1% Pentecostal, and 0.6% identified as other.



Marketing Mix

The graphic below is a visual representation of the Community Services Department's (CSD) Marketing Plan. It shows a flexible strategy, designed to deliver the CSD's brand and message to our target audiences while respecting realistic limitations on budget and resources.



Marketing Assets

Marketing assets can be a scalable and flexible website, marketing tools and software, brand messaging and collateral, plus reports, goals, and supporting materials. Below are marketing assets we currently have (*Italicized items are assets CSD would like to acquire*):

1. Website & Major Projects
 - a. Content Management System (CMS)
 - b. Email Service Provider (ESP)
 - c. User Interface/User Experience
 - d. *New Website functionality*
2. Software & Technology
 - a. Marketing Automation Software
 - b. Social Media Monitoring
 - c. Email service
 - d. *Keyword Tracking*
 - e. *Click Mapping*
 - f. *Chat Software*

3. Public Relations
 - a. PIO's Office
 - b. County Manager
 - c. Utilities PIO office
 - d. Local Media Relations email list:
 - i. Los Alamos Daily Post
 - ii. Los Alamos Reporter
 - iii. KRQE – Channel 13
 - iv. LANL Communications Office
 - v. PAC 8
4. Branding
 - a. Brand Identity
 - b. Logos
 - c. Typography
 - d. Colors
 - e. Messaging (CSD and County's)
5. Budget
 - a. CSD's budget for advertising comes from the Division requesting marketing expenditures.
6. Reporting/KPIs
 - a. Conversion Rate
 - i. A conversion rate records the percentage of users who have completed a desired action
 - b. Click Through Rate (CTR)
 - i. Clickthrough rate (CTR) can be used to gauge how well your keywords and ads, and free listings, are performing
 - c. Cost per Lead
 - d. Social Metrics
 - e. CEO Metrics
 - i. The cost-per-acquisition CEO metric measures the average cost to acquire a client/patron.
 - f. *# of new leads*
 - g. *Qualified leads*
7. Quaterly Plans/goals/Objectives
 - a. Increase brand awareness
 - b. Grow and maintain thought leadership
 - c. Increase customer value
 - d. Empower co-workers in creative thinking when selling or providing service to customers.

Program and Services Support

Program and Services support materials need to stay as up-to-date as all of CSD's marketing assets, tools, and strategies. With robust product support, CSD will be able to perform at a higher level and represent our brand in the way that helps us stand out from other communities. Below are elements we currently have (*Italicized items are assets CSD needs to update*):

1. Activity Guide
2. Brochure/s
 - a. Trifolds
 - b. Rack Cards
3. *Brochure updates*

Organic Digital Marketing

Organic digital marketing program enlists a full suite of digital strategies that provide a comprehensive approach to getting CSD more leads. By leveraging digital marketing strategies and best practices (including web and graphic design, content creation and strategy, SEO, etc.), CSD will generate more traffic and more leads. Success is measured by KPIs (key performance indicators). Below are elements we currently have (*Italicized items are assets CSD would like to add or update*):

1. Content Creation
 - a. Downloadable content offerings
 - b. Landing Pages
 - c. Calls-to-Action (CTA's)
 - i. A call to action (CTA) is a prompt on a website that tells the user to take some specified action
 - d. *Thank you Pages*
 - e. *Optimized web-copy*
 - i. Web copy optimization means optimizing your page for better search engine placement.
2. Search Engine Optimization
 - a. Is the process used to optimize a website's technical configuration, content relevance and link popularity, so its pages can become easily findable, more relevant, and popular for search queries. Thus, better ranking by search engines.
3. Social Media
 - a. Facebook
 - b. Instagram
4. Email Marketing
 - a. Rectrack
 - b. Golf Course
 - c. Library
 - d. *CSD Admin*
5. Video Creation
 - a. CSD Youtube Channel
 - b. Library YouTube Channel
6. Landing Page Strategy
 - a. *Create a benefit-focused headline*
 - b. Visually Appealing
 - c. Provide a captivating copy
 - d. Limit clutter and options
 - e. Provide a clear and standout call to action

- f. Provide customer service*
 - g. Optimize for Search*
 - h. Thank you page*
- 7. Call-to-Action (CTA) Strategy
 - a. Clearly Communicate what the action is*
 - b. Make CTA easy to find*
 - c. Provide more than one Call-To-Action*
 - d. Choose a strategic Location*
 - e. Use CTA that is contextually relevant*
- 8. Infographic Design
 - a. Infographics are visual representations of written content*
 - b. Infographics summarize the bulk of a piece of content into smaller sizes. When done correctly and content well laid out, it becomes easily shareable.*
 - c. It improves lead generation and brand awareness in the online space.*
- 9. Marketing Automation
 - a. The process of leveraging software to automate repetitive marketing tasks to help nurture leads.*
 - i. HubSpot*
 - ii. MailChimp or CVENT*

Paid Digital Marketing

Paid digital marketing efforts should be aimed at generating leads and/or sales, not clicks, impressions, click-through-rates (CTR), or any other metrics. The paid strategy should be integrated with the organic digital marketing strategy. Below are elements we currently have (*Italicized items are assets CSD would like to add or update*):

- 1. Paid Social
- 2. The practice of displaying sponsored advertising content on third-party social media networking platforms with the goal of targeting specific customers.
 - i. Facebook Ads*
 - ii. Instagram Ads*

Paid Traditional

Paid traditional marketing, are all the tools associated with advertising on TV, radio ads, print ads, billboards, direct mailers, etc. The premise of paid traditional is to utilize a medium with a large following to communicate your brand messaging. With planning and a study of the demographics, a percentage of the audience should engage with CSD's paid traditional marketing and convert into a customer. Below are elements we currently have (*Italicized items are assets CSD would like to add or update*):

- 1. Print Ads
 - a. Los Alamos Daily Post*
- 2. Public Relations
 - a. PIO's Office*
 - b. County Manager*

- c. Utilities PIO office
- d. Local Media Relations email list:
 - i. Los Alamos Daily Post
 - ii. Los Alamos Reporter
 - iii. KRQE – Channel 13
 - iv. LANL Communications Office
 - v. PAC 8
- 3. TV Ads
 - a. PAC 8

Communication & Marketing Strategies

<u>Item</u>	<u>Description</u>
Seasonal Activity Guide	<ul style="list-style-type: none"> • Average 1,600 guides printed • Delivered to: <ul style="list-style-type: none"> ○ CSD Facilities ○ Los Alamos County Community Partners ○ Los Alamos County Hotels ○ Santa Fe Visitors Center ○ Drury Hotel, Santa Fe ○ Buffalo Thunder Hotel
Los Alamos County Community Services Website	<ul style="list-style-type: none"> • www.lacnm.us • Content Management system included in platform to allow selected users to maintain their respective sites • CSD Admin is responsible for all updates regarding Community Services.
Social Media: <ul style="list-style-type: none"> - Facebook - Instagram 	<ul style="list-style-type: none"> • Facebook: https://www.facebook.com/LosAlamosCommunityServices <ul style="list-style-type: none"> ○ Page created in 2017 ○ Followers: 2,200 • Instagram: https://www.instagram.com/laccsd/ <ul style="list-style-type: none"> ○ Page created 2019 ○ Followers: 509 • Social Media requests are sent to Katherine Hudspeth • Good for promoting upcoming events and programs communicating information, posting photos from events.
Updates and Information	<ul style="list-style-type: none"> • Monthly CMO Report featuring information from each department within Los Alamos County <ul style="list-style-type: none"> ○ County Manager delivers report to Los Alamos County Council
Press Releases	<ul style="list-style-type: none"> • Submitted as needed to “Local Media” Distribution List; see list above table in previous section. • Subject matter expert speaks with reporter when interview requested on a specific topic.
Special Event Involvement	<ul style="list-style-type: none"> • At major events within Los Alamos County, Recreation sets up a booth that provides an opportunity for staff and the

	community to interact, provide activity guides, First Aid, and Lost and Found and additional information.
Printed Marketing Requests	<ul style="list-style-type: none"> • Flyers, posters, banners, brochures for events, programs, and facility updates must have a minimum of one (1) month lead time. • Banners for events or overpass must have a minimum of one (1) month lead time • Requests are submitted via email to Katherine Hudspeth and Sara Martinez.
Surveys	<ul style="list-style-type: none"> • The Community Services Department uses SurveyMonkey as its survey tool.
Photography	<ul style="list-style-type: none"> • Requests for photography services within the CSD Department should be communicated to Katherine Hudspeth and Sara Martinez, no less than one (1) month notice.

Community Relations Efforts

- Some CSD Admin and Parks and Recreation Staff are members of the New Mexico Parks and Recreation Association.
- Some CSD Admin and Parks and Recreation Staff are members of the National Recreation and Parks Association (NRPA) and several have attending the annual NRPA conference.
- CSD Admin and Recreation Staff serve as staff liasions to commuinity Boards and Commissions, as directed by Los Alamos County Council. Boards and Commissions that fall under CSD are:
 - Parks and Recreation Board, and its 5 subcommittees
 - Aquatic Center Advisory Subcommittee
 - Ice Rink and Recreation Advisory Subcommittee
 - Golf Course Advisory Subcommittee
 - Open Space Advisory Subcommittee
 - Equine & Livestock Advisory Subcommittee
 - Arts in Public Places
 - Los Alamos County Health Council (CHC)
- The CSD Facebook page provides opportunities to collect public comments and help develop a relationship with the community.
- Comminty meetings are held during the planning stages of Recreational Capital Improvement Projects. These community meetings provide an opportunity for the community to provide input regarding a project and allows staffs a potitentially re-evalute any issues and concerns.
- Community input through public meetings is also the drive in developing organizational plan for the Integrated Master Plan.
- Staff is encouraged to collect input from participants and users of facilities.

Training

Although the CSD Admin is officially responsible for directing community relations and marketing efforts, all CSD employees are responsible for accurate marketing efforts. New employees receive a high-level branding presentation when on-boarding to Los Alamos County, CSD Employees are further provided information regarding:

- Submitting a Marketing Request
- Submitted a Press Release Request
- Flyer information development
- Where to access CSD photo library

Additional training regarding the overarching Los Alamos County Branding and Marketing procedures are offered through the Los Alamos County Public Information Office.

Market Research & Evaluation Methods

The Los Alamos County Community Services Department strives to provide accurate information at all times and to be clear, concise, transparent, and responsive. Several performance measures have been identified and are tracked, measured, and evaluated. These measures include:

- **Age Group Participation:** CSD tracks the percentage of each targeted age group that registered for at least one program or pass.
- **Website Visits:** Using information from Google Analytics tools, CSD is able to track the total number of visits from the Community Services Departments webpages.
- **Program and Event Evaluation Results:** Evaluations are collected via in person or email at the conclusion of each recreation event. Evaluations are available through the staff of the associated facility, and help identify short-term & long-term trends, and develop improvements.

Alternative Providers

Los Alamos County is tax supported. As a result, Los Alamos County attempts to provide various parks and recreation needs for all residents, non-residents, visitors, and tourists. In general CSD operates in a market with many similar providers who compete for the leisure time and, in many instances, the associated leisure time/entertainment dollars within Los Alamos County.

Competitors include the YMCA, local school districts, and a wide spectrum of private and non-profit businesses who serve the needs of specific demographic or interest groups within the community. Examples of these groups include private fitness clubs, yoga and pilates classes, youth sports, nature education, and early childhood learning organizations. While these examples are competitors, The Community Services Department does strive to partner with these organizations to provide programming and services. In addition to competing with other providers of recreation, we also compete with TV, DVDs, video games, vacations, and social media for the leisure time of the community.