

Flourish SFC: Sustainable Growth Management Plan (SGMP) Update

Public Participation and Communications Plan

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EXECUTIVE SUMMARY

This Executive Summary provides a brief excerpt of the key information from the full Public Participation and Communications Plan (PPP). The Executive Summary repeats content that is included in the full PPP.

The Public Participation and Communications Plan outlines the intended approach for engaging the broad community in updating the Sustainable Growth Management Plan (SGMP). It is a living document that will be adjusted throughout the planning process.

Santa Fe County is facing significant change: continued suburban growth, rising housing costs, strain on water and infrastructure systems, fiscal pressures, and the need to protect the quality of life in both traditional communities and growing population centers. The SGMP update is the County's opportunity to plan proactively for these challenges rather than react to them.

Communicating effectively with people who have limited previous experience with planning is essential. The proposed brand direction—FLOURISH SFC—is designed to capture the shared aspirations of Santa Fe County's residents. Unlike the formal name "Sustainable Growth Management Plan," which accurately describes the document but does little to inspire, FLOURISH SFC centers the purpose of the process: helping people, communities, and landscapes thrive.

Decision & Adoption Process

Once completed, the full draft of the SGMP will be reviewed by the Planning Commission for a vote on a recommendation to the BCC, and then the BCC will consider a vote to adopt the SGMP plan by resolution.

The draft SGMP taken to the Planning Commission will be the draft approved by the SGMP Core Team (see Project Team section below) and the County Manager. Other groups identified in this Public Participation Plan, including the SGMP Working Group and the Technical Working Group, provide input and feedback but do not vote on drafts or specific elements.

Approach to Public Engagement

The Public Participation Plan (PPP) for the SGMP is guided by several principles:

- Select outreach and engagement tools to achieve engagement goals
- Use outreach and engagement tools to reach and involve all necessary stakeholder categories
- Sequence engagement tools to align engagement with the analysis and decision process

Goals for Public Engagement

An inter-departmental group of staff worked together to prioritize goals for public engagement for the SGMP update:

1. Demonstrate transparency in analysis and decision making
2. Build trust with the community
3. Educate the general public about plan topics
4. Encourage participation from groups historically under-represented in planning processes:
 - a. Traditional communities (both communities with and without CO representation),
 - b. Indigenous people & Pueblos,
 - c. People with limited English (primarily Spanish speaking),
 - d. Immigrant communities,
 - e. Youth,
 - f. Elderly, and
 - g. People with limited financial resources.
5. Build social capital and community capacity for tackling future planning and development issues

Overview of Phases for the SGMP Plan Process

The planning process will proceed through several phases, with each phase having specific interim deliverables. The key messages (outreach) and input needed (engagement) shift with each phase.

Table: Planning Phase Overview

Phase	Deliverables (Outcome of Phase)
Pre-Launch (Engagement Planning) The key purpose of this phase is to craft an effective engagement and communications plan.	Public Participation & Communications Plan [this document] Website Shell
Phase 1: Purpose, Principles, Issues & Opportunities The key purpose of this phase is to start the conversation with the community by trying to understand what matters to them.	Inventory of Existing Plans Vision & Principles Draft Issues & Opportunities Draft

Phase	Deliverables (Outcome of Phase)
Phase 2: Community Types & Land Use Scenarios The key purpose of this phase is to develop the Future Land Use Map, using community types and various scenarios as engagement and analysis tools.	Revised description of community types Revised community type map (preferred scenario for Future Land Use Map)
Phase 3: Recommendations & Draft Plan The key purpose of this phase is to develop and seek feedback on specific recommendations.	Revised draft plan with recommendations
Phase 4: Revisions The key purpose of this phase is to prepare a final draft to be ready to launch the adoption process.	Final draft ready for adoption: approval draft for Planning Commission and BCC to consider
Phase 5: Adoption The key purpose of this phase is to go through the legally required adoption process	Adopted legislation

Communications messages (outreach) and engagement activities (input) will be targeted to the needs of each phase of the process.

Who Participates? Stakeholders for This Project

One of the most common ways that planning projects fail is that they do not get the right people involved at the right time. Participation tends to be biased towards categories of people with more power and resources or easier access. One of the most important ways we can counteract the bias in participation is to think carefully about who the stakeholders are and how to reach those specific audiences. Project stakeholders include people who may be affected by the project or who may influence the outcome of the project. They also include decision-makers (like elected officials) and agency staff who are expected to implement the plan. The participation plan must sequence internal stakeholder and decisionmaker engagement with external stakeholder and public engagement.

How do people participate? Engagement Tools

The SGMP planning process will employ a variety of engagement tools to achieve engagement goals, reach and involve all necessary stakeholder categories, and sequence engagement tools to align engagement with the analysis and decision process.

In order to augment County staff resources, include the full range of perspectives related to all of the topics important for the plan, and encourage participation from people historically under-represented, we are planning multiple paths for

community partnerships. All of the groups described below provide advice only and do not act as voting bodies (Planning and Zoning Commission and the Board of County Commissioners are the decisionmakers for the SGMP).

- ***The Flourish SFC Working Group:*** A “mini-public” working group to provide feedback and assistance with SGMP content and engagement. A “mini-public” is a representative group of people designed to act as a microcosm of the public, using informed dialogue to address complex issues. This group will actively participate in Working Group meetings that will act as workshops to develop and vet content for the plan, attend public hearings, and participate in focus group meetings for selected topics, if needed. The goal is to achieve a group that includes: all geographic areas of the County, the range of perspectives on topics relevant to the plan, and the range of community members, including people historically under-represented. The Flourish SFC Working Group will be recruited through a combination of appointments, application, invitation: BCC appointments (2 per Commissioner), County Manager appointments (for select key departments), City of Sante Fe representative (designated by City), Community Partners (recruited through application), Others if necessary to fill gaps in topics and/or community reach (by invitation).
- ***Technical Working Group:*** An internal work group that includes multiple county departments and possibly representatives from the City of Sante Fe or other implementing agencies. This group will explore specific topic content, provide content knowledge, vet recommendations for feasibility, and develop implementation strategies. This group will be appointed by the County Manager.
- ***Community Engagement Partners:*** NGOs recruited to support public engagement and development of plan content, particularly to fill gaps (geographic, topical, or community-based) in appointed Working Group members. They will distribute communications promoting surveys and other events, participate in Working Group meetings, and attend public hearings. CEPs may also provide logistics and outreach support for local engagement events facilitated by County staff and host or co-host pop-ups or tabling at events for their constituency with materials provided by the County. They will also have the option to propose their own engagement activities to give organizations flexibility to use methods that work with their constituents and communities. This group will be recruited through a competitive application process and provided compensation to support their work on the plan. This application process and compensation are necessary to ensure adequate representation on the Flourish SFC Working Group.

- **Community Organization and Resource Organization Partners:** Near the project kick off time, county staff will present at a quarterly COCO meeting asking for CO/RO participation in the Flourish SFC planning process. With each phase, CO/ROs will be provided with the Meeting-in-a-Box materials for use with their own communities and asked to comment on draft phase deliverables.

The **full range of engagement tools** in the planned participation program include the following:

- Decisionmaker Engagement
 - One-on-One Briefings
 - Presentations to Planning Commission (PC) & Board of County Commissioners (BCC)
 - BCC and/or BCC-City Joint Study Sessions
 - Eight Northern Pueblos Meeting (quarterly)
 - Formal request for comment to Pueblos & incorporated places, with follow-up meetings offered
 - Legislative Dinner with State & US Representatives & Senators
 - Public hearings for plan adoption
- Stakeholder Engagement
 - Flourish SFC Working Group
 - Technical Work Group
 - Presentations to County Advisory Committees
 - Topic based focus groups and/or meetings/workshops, if needed
 - Document commenting on phase deliverables and the draft plan
- Public Engagement
 - Community Engagement Partners
 - Community Conversation Kit Materials
 - Pop-ups / tabling at community events
 - CO/RO Engagement
 - Community Meetings
 - Online Survey
 - Webinars / Videos

When do people participate? Engagement Phases & Timeline

Public engagement tools must be sequenced in a way that works hand-in-hand with the technical and design work and keeps the project moving forward, with each step building on the previous step. Engagement through multiple feedback loops builds agreement. This engagement program has been developed to sequence the events and engagement activities for decisionmakers, technical and implementation stakeholders, community stakeholders, and the general public through the five planning phases.

The chart below illustrates the expected timing of the phases, but this timing is subject to change depending on engagement and analysis needs.



A detailed participation schedule is available as a separate document.

Outreach and Communications Plan

The Communications Plan complements the Public Participation Plan by ensuring the Sustainable Growth Management Plan update is understandable, visible, and relevant to the full spectrum of Santa Fe County stakeholders. While the PPP outlines how people will participate, the Communications Plan focuses on why the process matters, how information is framed to reflect the concerns of the community, and how the public is invited in. Effective engagement cannot occur without effective outreach; unless the right mix of people are activated and feel welcomed into the process, even well-designed and executed engagement activities can fall short of their potential.

The proposed brand direction—FLOURISH SFC—is designed to capture the shared aspirations of Santa Fe County's residents. Unlike the formal name "Sustainable Growth Management Plan," which accurately describes the document but does little to inspire, FLOURISH SFC centers the purpose of the process: helping people, communities, and landscapes thrive.

This brand concept is:

Aspirational, focused on well-being, pride of place, and shared future goals.

Inclusive, flexible enough to reflect the diversity of rural, suburban, traditional, and emerging communities.

Locally rooted, connected to Santa Fe County's cultural identity, geography, and values.

Forward-looking, signaling progress, opportunity, and long-term stewardship.

Functionally effective, being simple, memorable, and adaptable for social media, printed materials, presentations, and public-facing campaigns.

Messaging will be developed to address specific audience segments:

1. General Public

Individuals living in unincorporated Santa Fe County, including households in both established and emerging communities. This group represents the broad base of people whose daily lives are shaped by SGMP decisions.

2. Traditional and Rural Communities

Residents of long-established communities with strong cultural identities, rural lifestyles, and land-based values. These communities often face distinct concerns related to water, infrastructure, land stewardship, and generational continuity.

3. Spanish-Speaking and Bilingual Households

Families and individuals for whom Spanish is the primary or preferred language. Ensuring bilingual access is essential for equitable participation and meaningful communication.

4. Businesses, Employers, and Economic Stakeholders

Local employers, business owners, chambers, and economic development organizations whose operations depend on predictable land use policy, infrastructure reliability, workforce housing, and transportation access.

5. Topic-Specific Organizations and Individuals

Activists, advocates, issue-specialists, special interest groups, focus on key issues — these will emerge as the process moves forward. These groups need special attention and may require tailored issue-specific materials.

6. Development and Conservation Specialists

Individuals and organizations engaged in development, conservation, design, engineering, or infrastructure provision. This group interacts directly with SGMP policies and requires clarity around place types, service availability, and long-term growth direction.

7. Partner Governments and Public Agencies

Municipal governments, federal and state governments, Pueblo governments, school districts, utilities, fire districts, and regional service providers. While federal, state, Pueblo, and incorporated municipalities are outside the County's jurisdiction, coordination on shared infrastructure, mobility, environmental stewardship, and growth pressures is essential.

8. County Leadership and Internal Staff

Elected officials, advisory committees, and County departments responsible for interpreting, applying, and implementing the SGMP after adoption. Internal alignment ensures message consistency and long-term usability of the plan.

Core Message: The SGMP update is a community-wide effort to help Santa Fe County flourish, protecting what's valued today while planning responsibly for the future. FLOURISH SFC invites residents to share their experiences, goals, and concerns so that the County's long-term decisions reflect the people who call it home.

Supporting messages are the key ideas that expand the core message and give it shape across multiple phases:

1. Flourishing means planning ahead.

From water, infrastructure, and housing costs to wildfire risk and growth, Santa Fe County is experiencing real pressures. Updating the SGMP now ensures we make responsible choices rather than react to problems later.

2. This plan affects daily life.

Where homes can be built, where services are available, how far people travel for necessities, what infrastructure gets funded, and how our landscapes are protected are all shaped by the SGMP.

3. The plan works best when everyone's perspective is included.

County residents come from traditional communities, rural homesteads, suburban neighborhoods, Pueblo partnerships, agricultural areas, and growing employment centers. The update invites all of these voices to participate.

4. Complex topics will be explained clearly and transparently.

Community types, land use scenarios, water constraints, infrastructure costs, and fiscal realities can be complicated. FLOURISH SFC will break them down in plain language, using stories, visuals, and examples.

5. The SGMP will reflect shared values from community input.

The SGMP is only effective if it reflects shared values. Community input will inform the plan's priorities, identify trade-offs, and shape the final recommendations. Residents will see how their feedback influenced the outcome.

PUBLIC PARTICIPATION AND COMMUNICATIONS PLAN

Project Overview

Santa Fe County is facing significant change: continued suburban growth, rising housing costs, strain on water and infrastructure systems, fiscal pressures, and the need to protect the quality of life in both traditional communities and growing population centers. The Sustainable Growth Management Plan (SGMP) update is the County's opportunity to plan proactively for these challenges rather than react to them.

Context

The SGMP is the duly adopted, statutorily authorized General Plan for the **unincorporated portion of the County**. The Board of County Commissioners (BCC) adopted the current SGMP in 2015. The national and New Mexico practice is for cities and counties to adopt long range general plans to address a 20-year planning period, with the Plan being updated every five to ten years. The 2015 Santa Fe County SGMP (General Plan) reflects the conditions and preferences that were important at that time. Compelling circumstances and significant change in conditions require that the new SGMP replace the 2015 SGMP.

The Public Participation and Communications Plan outlines the intended approach for engaging the broad community in updating the SGMP. It is a living document that will be adjusted throughout the planning process.

Decision & Adoption Process

The County code does not clearly prescribe an approval process for a comprehensive or general plan. The expectation for the SGMP is that the draft will be reviewed by the Planning Commission for a vote on a recommendation to the BCC, and then the BCC will consider a vote to adopt the plan by resolution.

The draft taken to the Planning Commission will be the draft approved by the SGMP Core Team (see Project Team section below) and the County Manager. Other groups identified in this Public Participation Plan, including the SGMP Working Group and the Technical Working Group, provide input and feedback but do not vote on drafts or specific elements.

Approach to Public Engagement

The Public Participation Plan (PPP) for the SGMP is guided by several principles:

- Select outreach and engagement tools to achieve engagement goals

- Use outreach and engagement tools to reach and involve all necessary stakeholder categories
- Sequence engagement tools to align engagement with the analysis and decision process

Effective engagement depends on effective outreach. The tools described in this plan are most successful when paired with clear, relevant communication that helps people understand why the process matters and how to participate.

Goals for Public Engagement

Different engagement tools are better or worse at achieving different goals, so we must be clear about our goals before we can choose tools. No one has the time or resources to do an excellent job achieving numerous goals, so it is important to prioritize which goals are most important for a particular project, generally three to four and no more than six.

An inter-departmental group of staff worked together to prioritize goals for public engagement for the SGMP update. The top five engagement goals are:

1. Demonstrate transparency in analysis and decision making
2. Build trust with the community
3. Educate the general public about plan topics
4. Encourage participation from groups typically under-represented in planning processes
5. Build social capital and community capacity for tackling future planning and development issues

The table below identifies the top five priority goals and what those goals require for the public participation process.

Table 1: Highest Priority Engagement Goals

Goal	What it requires
1. Demonstrate transparency in analysis and decision making	Transparency requires clear communication in language that your audience can understand and relate to. It is impossible to be transparent if you are unclear in your own thinking, so the analysis process, criteria, and the decision-making process (decisionmakers and timeline) must be clearly stated. ▪ The project team must clearly articulate the analysis process, criteria, and decision-making process ▪ Communicate with language and graphics your audience can understand ▪ Look for communication outlets the community is already using ▪ Build relationships with community leaders who can help spread the word in the community ▪ For important communication pieces, ask key community members if the language and graphics are clear
2. Build trust with the community	It's an adage because it's true: trust is easy to lose and hard to gain. Demonstrating transparency is a necessary but not sufficient condition for building trust. Building trust takes time. It requires building relationships and demonstrating that you are trustworthy. That means following through on what you say you will do. ▪ Identify key stakeholders you want to build trusting relationships with ▪ Engage with those stakeholders one-on-one or in small groups ▪ Look for ways you can demonstrate competency and trustworthiness—find quick wins to show stakeholders you follow through on commitments and can help address their problems
3. Educate the general public about plan topics	Educating the general public requires both broad reach and connecting with people as they are. It requires translating technical jargon into plain language that speaks to people's personal experience and what is important to them (rather than what is important to the project team). ▪ Understand what your audience values so you can speak about the issues that matter to them ▪ Communicate with language and graphics your audience can understand ▪ Look for communication outlets the community is already using ▪ Build relationships with community leaders who can help spread the word in the community ▪ For important communication pieces, ask key community members if the language and graphics are clear

Goal	What it requires
4. Encourage participation from groups typically under-represented in planning processes	People participate because they already care about an issue, know about ways to participate, and have the logistical ability to do so, or because someone they trust asks them to get involved. Reaching people from groups that are typically under-represented in the planning process requires (1) taking a community organizing approach and (2) removing barriers to participation. ▪ The first step is to identify which groups you are trying to reach. You don't have infinite resources, so you will have to prioritize which are most important to involve. The SFC staff team identified the following groups as typically under-represented: □ Traditional communities (both communities with and without CO representation), □ Indigenous people & Pueblos, □ People with limited English (primarily Spanish speaking), □ Immigrant communities, □ Youth, □ Elderly, and □ People with limited financial resources. ▪ Find people in your network or organizations that have connections to those groups—reach out directly (phone calls, one-on-one meetings) to build relationships and ask them to involve members of their community ▪ Find places your identified groups already meet and host meetings or pop-ups in those locations ▪ Determine which times and locations or electronic tools work best for the specific group you are trying to reach ▪ Track participation in your relevant categories so you know who is participating; adjust if needed
5. Build social capital and community capacity for tackling future planning and development issues	Just like human capital is the resource embedded in a person through their skills and education, social capital is the resource embedded in a network of people. It is the aggregate of resources linked to a durable network. This web of resources embedded in social relationships can help group-solve problems together that no individual could solve alone. Building social capital requires repeated interactions over time and development of norms and institutions. ▪ Use engagement methods that have groups of people interacting with each other, especially in knowledge-sharing and problem-solving activities ▪ Use the engagement and planning process to build institutions, such as setting up or revitalizing an inter-agency working group or SGMP Working Group ▪ Pay attention to human relationships—build in opportunities and activities for people to get to know each other

SGMP Engagement Plan Measures of Success

Every engagement goal should be related to at least one measure of success; multiple goals can relate to the same measure of success. A measure of success can be qualitative or quantitative, and it answers the question:

We will know that the public involvement effort for this project has been a success when we have . . .

The table below indicates measures of success for each of the prioritized engagement goals. In selecting measures of success, it is important to be realistic about how much effort (time and money) it takes to collect data for a particular measure of success. For evaluating progress towards achieving engagement goals, often the things that are easy to count (number of meetings, number of attendees) are much less important than things that are hard to count (degree of shared understanding, levels of trust). Therefore, qualitative assessment through team discussion is an important measure.

The core engagement team will discuss these measures, both quantitative and qualitative, at a Quarterly Flourish SFC Engagement Check-In Meeting.

Table 2: Measures of Success for Priority Engagement Goals

Potential Measures of Success	Measurement Process
Goal: Demonstrate transparency in analysis and decision making	
1. Readability score tools indicate that project materials are accessible at an 8th grade reading level	Items intended for the general public (website posts, surveys, draft reports) will be evaluated with a readability checker. A log will be kept of the readability score of each item. At the quarterly public participation check-in meeting, we will discuss any item that received a score higher than 8th grade reading level to make improvements.
2. Primary project materials (slides, flyers, handouts, etc.) are available in Spanish as well as English - Meeting invitations - Press releases - Main content on website auto translated	At the quarterly public participation check-in meeting, we will discuss which items were translated and which were not to decide if any changes need to be made.

Potential Measures of Success	Measurement Process
3. Project materials (slides, flyers, handouts, etc.) are posted on the project website either before or within 24 hours of any stakeholder or public meeting	A log will be kept of stakeholder / public meetings, associated materials, and when they were posted to the website. At the quarterly public participation check-in meeting, we will discuss any item that was posted later than 24 hours after to make improvements.
4. The project website is updated at least once every 2 months, even if there has not been a public meeting since the last update	A log will be kept of website updates. At the quarterly public participation check-in meeting, we will discuss the timing of website updates to make improvements if necessary.
5. Flourish SFC Working Group members indicate the language and graphics are clear	Each SGMP WG meeting will have a very short exit survey with this question. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.
6. Flourish SFC Working Group members indicate they understand the decision process	Each SGMP WG meeting will have a very short exit survey with this question. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.
7. Participants at public meetings or in surveys indicate the language and graphics are clear	Public meeting input forms / surveys will have this question. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.
8. Participants at public meetings or in surveys indicate they understand the decision process	Public meeting input forms / surveys will have this question. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.
9. Flourish SFC Working Group members indicate they feel heard and that the engagement process is achieving its goals.	At the end of each Phase, we will send a brief survey to "check in" with all WG members. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.
10. A brief report of each major public input phase explains how input was incorporated or why it was not	At the quarterly public participation check-in meeting, we will discuss how well the phase report explained the connection between input and results
Goal: Build trust with the community	
11. We receive written letters of support from COs and ROs	Number of letters of support received from COs & ROs
12. Participants at public meetings or in surveys indicate support for project elements	Public meeting input forms / surveys will have this question. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.

Potential Measures of Success	Measurement Process
13. Planning & Zoning Board recommends adoption	P&Z vote
14. Board of Commissioners votes to adopt plan	BCC vote
Goal: Educate the general public about plan topics	
15. The SGMP Update website achieves broad reach	- Review metrics monthly - Discuss at quarterly public participation check-in meeting
16. Media mentions are accurate	Media mentions will be tracked and collated. Before the quarterly public participation check-in meeting, media mentions will be reviewed for timeliness and accuracy. At the quarterly public participation check-in meeting, we will discuss the results of the media review to make improvements if necessary.
17. Project team assessment of in-person engagement indicates that participants understand key topics	A log will be kept of in-person engagement activities, including a qualitative assessment of how well participants understand key topics. At the quarterly public participation check-in meeting, we will discuss the assessment to make improvements if necessary.
18. Participants at public meetings or in surveys indicate they understand core topics	Public meeting input forms / surveys will have a self-scoring question related to how well people think they understand the key topics that are the subject of that meeting / survey. At the quarterly public participation check-in meeting, we will discuss the responses to make improvements if necessary.

Potential Measures of Success	Measurement Process
Goal: Encourage participation from groups typically under-represented in planning processes	
19. Demographic information on surveys / public meeting registration / comment forms indicates that we have reached identified groups of key stakeholders: - Traditional communities (both communities with and without CO representation), - Indigenous people & Pueblos, - People with limited English (primarily Spanish speaking), - Immigrant communities, - Youth, - Elderly, and - People with limited financial resources.	- Public meeting input forms / surveys ask demographic information. - Before the quarterly public participation check-in meeting, demographic information from all engagement activities will be compiled. - At the quarterly public participation check-in meeting, we will review the compilation of demographics to make improvements if necessary.
20. Project team assessment of in-person engagement indicates that we have reached identified groups of key stakeholders	- A log will be kept of in-person engagement activities, including a qualitative assessment of participation by identified groups of stakeholders. - At the quarterly public participation check-in meeting, we will discuss the assessment to make improvements if necessary.
21. Number of organizations participating in Flourish SFC (joining the WG, promoting our surveys, commenting on drafts, writing letters of support, or speaking at public meetings) that represent historically under-represented people.	- The expectation is that a higher number of organizations representing historically under-represented people indicates people who are historically under-represented have more access to participate. - We will count the number of organizations participating in Flourish SFC that represent historically under-represented people to consider at the quarterly engagement check-in meeting and in the final evaluation of Flourish SFC engagement.
Goal: Build social capital and community capacity for tackling future planning and development issues	<i>Note that social capital is notoriously difficult to measure. There are no good, single direct measurements, so we will use several indirect measures.</i>
Flourish SFC Working Group members indicate that they have met people through this process that they expect to engage with in the future.	This question will be included on the end of phase survey for WG members.

Potential Measures of Success	Measurement Process
Project team assessment of in-person engagement indicates that WG members and public participants are building connections with each other	Qualitative discussion at quarterly engagement check-in meeting.
Project team assessment of the functioning of working groups indicates that they are becoming more productive over time	Qualitative discussion at quarterly engagement check-in meeting.
Project team assessment indicates SFC staff are building relationships with different organizations	Qualitative discussion at quarterly engagement check-in meeting.
Number of organizations that join or become more active in County Advisory Committees	- The expectation is that a higher number of organizations joining or becoming more active with County Advisory Committees indicates a stronger sense of political efficacy gained through participating in Flourish SFC - We will take a snapshot of County Advisory Committee membership at the beginning of Flourish SFC to serve as a baseline and compare conditions after plan adoption to consider in the final evaluation of Flourish SFC engagement.
Number of organizations that write letters of support for SGMP adoption	- The expectation is that a higher number of organizations writing letters of support for SGMP adoption suggests that a higher number of organizations will work towards its implementation. - We will count the number of organizations that write letter of support to consider in the final evaluation of Flourish SFC engagement.
Number of organizations that comment on plan drafts	- The expectation is that a higher number of organizations commenting on plan drafts indicates stronger engagement with the process. - We will count the number of organizations that comment on plan drafts to consider at the quarterly engagement check-in meeting and in the final evaluation of Flourish SFC engagement.

Potential Measures of Success	Measurement Process
Number of new CO/ROs by the end of the plan	- The expectation is that a higher number of new CO/ROs at the end of the SGMP process indicates a stronger sense of political efficacy gained through participating in Flourish SFC. - We will take a snapshot of registered CO/ROs at the beginning of Flourish SFC to serve as a baseline and compare conditions after plan adoption to consider in the final evaluation of Flourish SFC engagement.
Number of organizations participating in Flourish SFC (joining the WG, promoting our surveys, commenting on drafts, writing letters of support, or speaking at public meetings) that represent historically under-represented people.	- The expectation is that a higher number of organizations representing historically under-represented people indicates new connections across different audiences. - We will count the number of organizations participating in Flourish SFC that represent historically under-represented people to consider at the quarterly engagement check-in meeting and in the final evaluation of Flourish SFC engagement.

Key Messages and Input

Each phase of the planning process will include both **public outreach** and **engagement**. Outreach and engagement are related but separate activities. Outreach involves reaching out and communicating about the plan and ways to engage. Engagement involves opportunities for input into the plan. Engagement only works when outreach activates people to participate.

To elaborate, outreach is more than simply announcing opportunities to participate. It is the strategic work of building awareness, understanding, and relevance so that people recognize the planning effort as something distinct that matters to their daily lives. While community engagement focuses on interacting, listening, and gathering input, outreach is about earning attention and building trust so that engagement can occur in the first place. This requires borrowing tools and methods from disciplines more commonly associated with marketing, communications, and community organizing.

For many residents, a comprehensive planning effort does not initially feel urgent or personal. The terminology can seem abstract, the timeline long, and the outcomes uncertain. Because of this, effective outreach must first answer the question of why participate: why this plan matters now, how it affects quality of life, and how residents can shape the outcomes. Messaging during the launch phase of the planning effort will focus on answering these questions. In this sense, the planning process is much like introducing any new

idea or initiative in the public sphere: it must be positioned, articulated, and explained in a way that resonates with the values, concerns, and aspirations of the people it is intended to serve, thus allowing them to make informed choices.

This positioning begins with a clear identity for the planning initiative, a recognizable look, feel, and voice that signals consistency and approachability. It then continues through messaging strategy, which ensures that the key ideas of the plan are expressed in everyday language, grounded in local experience, and shared through the channels where people already gather and pay attention. Outreach also recognizes that different communities have different histories with government, different levels of trust, different communication norms, and different barriers to participation. Therefore, outreach must be proactive rather than passive, seeking out people in familiar environments, forming relationships with community connectors, and showing respect for cultural, linguistic, and geographic diversity.

In short, outreach is the invitation. It creates recognition, clarity, and purpose. Engagement is the conversation that follows. And the quality of that conversation depends on how well the invitation is crafted and delivered. A planning process can have excellent engagement tools and still fail if outreach does not first spark interest, understanding, and a sense of shared stake in the outcome.

This approach ensures that information is not only transparent, but also timely and understandable, allowing residents to engage with the right information at the right stage of the process.

Once outreach is successfully underway, engagement can then build from that foundation through one-way input, two-way discussion, and multi-way dialogue. Examples of each include:

- **One-way input:** surveys, where members of the public give input by answering questions, but they do not have the opportunity for back-and-forth discussion with staff
- **Two-way discussion:** open houses, where members of the public give input by talking with staff and completing activities or comment forms; they can also ask questions and have back-and-forth discussion. Staff is responsible for integrating input from multiple sources that may never hear from each other.
- **Multi-way dialogue:** small group activities in workshop settings or discussions in working group meetings, where members of the community talk with each other. Staff must still integrate input from multiple sources, but through multi-way dialogue, people hear perspectives from other people in the community.

Overview of Phases for the SGMP Plan Process

The planning process will proceed through several phases, with each phase having specific interim deliverables. The key messages (outreach) and input needed (engagement) shift with each phase.

Table 3: Planning Phase Overview

Phase	Deliverables (Outcome of Phase)
Pre-Launch (Engagement Planning) The key purpose of this phase is to craft an effective engagement and communications plan.	Public Engagement Plan Communications Plan Website Shell
Phase 1: Purpose, Principles, Issues & Opportunities The key purpose of this phase is to start the conversation with the community by trying to understand what matters to them.	Plan Inventory Vision & Principles Draft Issues & Opportunities Draft
Phase 2: Community Types & Land Use Scenarios The key purpose of this phase is to develop the Future Land Use Map, using community types and various scenarios as engagement and analysis tools.	Revised description of community types Preferred scenario Revised community type map (Future Land Use Map)
Phase 3: Recommendations & Draft Plan The key purpose of this phase is to develop and seek feedback on specific recommendations.	Revised draft plan with recommendations
Phase 4: Revisions The key purpose of this phase is to prepare a final draft to be ready to launch the adoption process.	Final draft ready for adoption: approval draft for Planning Commission and BCC to consider
Phase 5: Adoption The key purpose of this phase is to go through the legally required adoption process	Adopted legislation

The sections and tables below outline outreach messages and engagement questions (input we seek) in each phase. The tables are structured to identify outreach and input that are in focus and out of bounds.

	In Focus	Out of Bounds
Outreach	Messages to send in this phase Things people want to know in this phase	Information that is not a focus for communication or not part of this phase
Engagement	Input to seek in this phase Items that can change based on input	Not part of this phase Items that input cannot change

Some items identified as “out of bounds” are not excluded from the process but sequenced to ensure they are introduced at the appropriate time with sufficient context and supporting information. Other items are identified as out of bounds because they are not part of the scope of the comprehensive, countywide Sustainable Growth Management Plan.

Phase 1: Purpose, Principles, Issues & Opportunities

The key purpose of this phase of the planning and engagement process is to start the conversation with the community by trying to understand what matters to them.

Inputs to outreach & engagement for Phase 1:

Since this is the first phase, focused on listening, there are no previous phase products to use as inputs in this phase.

Table 4: Phase 1 Messages

	In Focus	Out of Bounds
Outreach	What the SGMP is (and is not) Why this update matters now Why residents should care How the plan will be used What was accomplished from last plan How this fits with existing plans and codes Connection to the County Strategic Plan Tone of collaboration (we’re all working together) How to get involved	Staff personal contact info: will have other ways for people to connect Messages related to later phases Zoning details
Engagement	<i>From public:</i> Which principles (like walkability) people support What values public holds related to this plan, including checking in on values that are in current plan What people want to see in their communities in the future What problems related to SGMP topics people are having People's expectations of the role of SF County government What sustainability means to people <i>From Technical and/or Flourish SFC Working Group:</i> Structure & character of final document → Pros & cons of current document	Strategic Plan Goals Items in Strategic Plan Content of existing specific plans (Parks Plan, etc.)

Deliverables coming out of Phase 1:

Plan Inventory

Vision & Principles Draft

Issues & Opportunities Draft

Phase 2: Community Types & Land Use Scenarios

The key purpose of this phase of the planning and engagement process is to develop the Future Land Use Map, using community types and various scenarios as engagement and analysis tools.

Inputs to outreach & engagement for Phase 2:

Vision & Principles Draft

Issues & Opportunities Draft

Data analysis of existing conditions & trends

Draft description of community types

Draft community type map

Data analysis of impacts of draft community type map

Table 5: Phase 2 Messages

	In Focus	Out of Bounds
Outreach	<i>Messages to repeat from previous phases:</i> What the SGMP is (and is not) Why this update matters now Why residents should care Collaboration — the public, their elected officials, and county staff — is at the heart of the effort How to get involved <i>New messages:</i> How Phase 1 input shaped this phase What the County looks like today Where growth is headed Role of the SGMP vs. local community plans How developments are approved and how water and affordable housing is considered in the process as well as how the public is informed of development applications and decisions. Where the SGMP applies (and where it doesn't) Understanding scenario trade-offs (financial, economic, environmental, etc.) Public facilities and fiscal realities, including the definition of adequate public facilities and relation to different community types & fiscal realities	
Engagement	What kinds of jobs do people want in the county (service, commercial, etc.) Where/ how do people want things to change from what's there now → Existing Land Use map What kind of community type do people see their location as now, and what type do they want it to be in the future Where countywide services go and don't go (water, sewer, trails, community centers, fire and police stations, recycling centers) What public facilities people want in their communities How people see various value trade-off's <i>From Technical and/or SGMP Working Group</i> Water rights and access for development	Not looking for just gut reactions: Analysis will be informed by best data we can get & not only gut reactions Not looking for specific, local neighborhood issues (like intersection problems), BUT, we will take those comments when we hear them and funnel to correct Department The kind of details that go into a community plan Issues that are unconnected to land use and infrastructure, BUT, we will take those comments when we hear them and funnel to correct Department

Deliverables for Phase 2:

Revised description of community types

Revised Draft community type map (preferred scenario for Future Land Use Map)

Phase 3: Draft Plan

The key purpose of this phase of the planning and engagement process is to develop and seek feedback on a complete Draft Plan, building on all previous pieces.

Inputs to outreach & engagement for Phase 3:

Full draft plan, developed from all previous analysis and input

Table 6: Phase 3 Messages

	In Focus	Out of Bounds
Outreach	<i>Messages to repeat from previous phases:</i> - What the SGMP is (and is not) - Why this update matters now - Why residents should care - Collaboration — the public, their elected officials, and county staff — is at the heart of the effort - How to get involved - What we heard in previous phase and how it influenced this phase of the plan <i>New messages:</i> - Inviting and encouraging the public to review the draft - What the plan actually proposes - How to provide feedback - Connecting the old plan to the new plan - Trade-offs behind the recommendations	Community-specific issues.

	In Focus	Out of Bounds
Engagement	<i>More input on previous discussion topics:</i> Where countywide services go and don't go (water, sewer, trails, community centers, fire and police stations, recycling centers) What public facilities people want in their communities How people see various value trade-off's <i>New Topics:</i> What people think about specific recommendations in the plan What is confusing about the plan / what people think about the functionality of the plan How do people prioritize the recommendations? Which are most important or need to happen first? Who can help implement each part of the plan?	By this stage, not debating why we're doing the plan or its purpose Not re-litigating, principles, issues, opportunities Limited change to land use map and community types at this stage

Deliverables for Phase 3:

Revised draft plan

Phase 4: Revisions

The key purpose of this phase of the planning and engagement process is to prepare a final draft to be ready to launch the adoption process.

Inputs to outreach & engagement for Phase 4:

Revised draft plan

Table 7: Phase 4 Messages

	In Focus	Out of Bounds
Outreach	<i>Messages to repeat from previous phases:</i> What the SGMP is (and is not) Why this update matters now Why residents should care Collaboration — the public, their elected officials, and county staff — is at the heart of the effort How to get involved What we heard in previous phase and how it influenced this phase of the plan <i>New messages:</i> How the adoption process works What happens after adoption How community input shaped the plan Mobilizing community champions Understanding the user-friendly version How the SGMP guides future investments	Estimated cost of recommendations
Engagement	<i>More input on previous discussion topics:</i> Who can help implement each part of the plan? <i>New Topics:</i> How is user-friendly version working <i>From Technical and/or SGMP Working Group:</i> Are we meeting the purpose of the document? What is the implementation & monitoring process (developing dashboards)? <i>From formal partners (Pueblos, incorporated places):</i> What edits do they request?	Tanking the whole thing

Deliverables for this Phase:

Final draft ready for adoption

- The final document (at least some parts) needs to be accessible on a phone.
- Some portion of the plan must be fully accessible, understandable, and usable for everyday people.
- The SGMP and Strategic Plan should be aligned to better work together.

Who Participates? Stakeholders for This Project

One of the most common ways that planning projects fail is that they do not get the right people involved at the right time. Participation tends to be biased towards categories of people with more power and resources or easier access. One of the most important ways we can counteract the bias in participation is to think carefully about who the stakeholders are for the SGMP and figure out how to reach those specific audiences. Project stakeholders include people who may be affected by the project or who may influence the outcome of the project. They also include decision-makers (like elected officials) and agency staff. The participation plan must sequence internal stakeholder and decisionmaker engagement with external stakeholder and public engagement.

These stakeholder categories define who participates in the process. The Communications Plan complements this by identifying how different audiences receive and engage with information, ensuring outreach strategies are aligned with the needs and behaviors of each group.

Table 8: SGMP Stakeholder Types and Engagement Needs

Stakeholder Type	Engagement Needs
Decisionmakers Santa Fe County Board of County Commissioners (BCC) – final decision to adopt the plan Planning Commission – recommendation to BCC	Adequate information to make decisions Process for building consensus among decisionmakers Political support for the decisions they make Effective implementation tools
Technical/Implementation Stakeholders Primarily County staff from multiple departments May include staff from other governmental agencies	Process for building consensus within group Information from decisionmakers about decision parameters Information from community stakeholders about values and preferences Opportunity to test proposals or requests from community stakeholders for viability
Community Stakeholders Actively engaged stakeholders, or those who need to be actively engaged because their interests are affected: COs ROs Advocacy organizations Those who represent or connect with people historically under-represented	Opportunity to participate in meaningful, constructive ways based on adequate technical information (active engagement) Successive opportunities to give feedback on the evolving work products (multiple points of engagement) Evidence that their participation will be rewarded by results that take their ideas into consideration (impact)

Stakeholder Type	Engagement Needs
General Public	Access to information Opportunity to participate if/when they want Assurance that the process is being conducted in a fair and competent manner

Community Stakeholder Categories

One goal of our approach to public engagement is to engage people so that we do not systematically miss any important perspective or category of people. For the SGMP, we will check at key points to make sure that we are hearing perspectives from:

- Traditional communities (both communities with and without CO representation),
- Indigenous people & Pueblos,
- People with limited English (primarily Spanish speaking),
- Immigrant communities,
- Youth,
- Elderly, and
- People with limited financial resources.

How do people participate? Engagement Tools

Stakeholder Types, Engagement Needs, and Related Tools

The SGMP planning process will employ a variety of engagement tools to achieve engagement goals, reach and involve all necessary stakeholder categories, and sequence engagement tools to align engagement with the analysis and decision process.

Table 9: Engagement Tools Descriptions

Tools	Description
Decisionmaker Engagement	
One-on-One Briefings	Individual meetings with elected officials or other key decisionmaker or implementation partners. Part of regularly scheduled quarterly meetings. Will schedule additional meetings as necessary.

Tools	Description
Presentations to Planning Commission (PC) & Board of Commissioners (BCC)	Giving a presentation, usually with slides and often with a chance for discussion after the presentation (can be done in person or virtually)
BCC and/or BCC-City Joint Study Sessions	Two study sessions with the BCC are anticipated: one about the Future Land Use Map and one about policies and actions. Could possibly be a joint City-County session. Depends on BCC's interest and availability to schedule.
Eight Northern Pueblos Meeting (quarterly)	Staff will request time on the agenda of this quarterly meeting to present updates about the SGMP process. Depends on interest and availability.
Formal request for comment to Pueblos & incorporated places, with offers to meet	At the end of each phase of the plan process (when there is an interim deliverable), the county will go through formal channels to request comment from Pueblos & incorporated places. County staff will also offer to meet with Pueblo representatives.
Legislative Dinner with State & US Representatives & Senators (annual Dec)	Open house format where SFC can host a table with boards and other information about the SGMP and interact with area legislators
Public hearings for plan adoption	Legally prescribed process for adopting the plan, with meetings and hearings at Planning Commission and Board of Commissioners
Stakeholder Engagement	
Flourish SFC Working Group	A working group to provide advice and assistance with plan content and engagement. This group meets multiple times over the course of the planning process. The goal is to achieve a group that includes all geographic areas of the County, the range of perspectives on topics relevant to the plan, and the range of community members, including people historically under-represented.
Technical Work Group	Work group that includes multiple county departments and possibly representatives from City of Sante Fe or other implementing agencies
Presentations to County Advisory Committees	County staff will give presentations to existing County Advisory Committees whose topics relate to SGMP topics.
Topic based focus groups and/or meetings/workshops, <i>if needed</i>	Meeting focused on a particular topic. A focus group is a structured group interview process used to gain information and ideas from a select group of individuals regarding a specific topic of interest. A workshop has structured, hands-on activities. Ad hoc, as needed.
Document Commenting	System for collecting written comments draft documents from individuals.

Tools	Description
Public Engagement	
Community Engagement Partners	NGOs recruited to support public engagement and development of SGMP content, particularly to fill gaps (geographic, topical, or community-based) in appointed Working Group members. A primary role for CEPs is to fill gaps in people historically under-represented: Traditional communities (both communities with and without CO representation), Indigenous people & Pueblos, People with limited English (primarily Spanish speaking), Immigrant communities, Youth, Elderly, and People with limited financial resources.
Community Conversation Kit Materials	For Phase 1: Vision and Issues & Opportunities, we will develop “community conversation kit” materials that align with the online survey and the Working Group activities for that phase. These materials will be used by staff for Community Meetings and will also be provided to CO/ROs and CEPs for their use with their own communities.
Pop-ups / tabling at community event	Casual engagement set up at a place where people are likely to gather or pass by, like a festival or community event, street with high pedestrian traffic, busy park, etc. Pop-ups have more structured, interactive activities, while tabling is more focused on brief information sharing. Plan is that this activity is conducted mainly by staff with logistics and outreach support from Community Engagement Partners. It is anticipated materials will be developed for two stages: (1) Vision and Issues & Opportunities and (2) FLUM.
CO/RO Engagement	Near the project kick off time, staff will present at a quarterly COCO meeting asking for CO/RO participation in the Flourish SFC planning process. For Phase 1, CO/ROs will be provided with the Community Conversation Kit materials and asked to comment on draft phase deliverables.
Community Meetings	Where there is staff availability and interest and logistics and outreach support from a Community Engagement Partner or other SGMP Working Group member, staff will go to a community location to facilitate an input meeting. It is anticipated that a meeting plan (with agenda, activities, and support materials such as slides) will be developed for each of three stages: (1) Vision and Issues & Opportunities, (2) FLUM, and (3) Goals, strategies, actions.
Online Surveys	Set questions to collect public input, with different survey questions in each phase. Participation Plan currently anticipates two rounds of survey: (1) in Phase 1, with survey focused on vision and issues & opportunities, or interactive mapping element and (2) in Phase 2, with survey focused on Future Land Use Map questions.

Tools	Description
Webinars / Videos	The PPP anticipates three rounds of webinars and/or videos that can be circulated online: at launch, with the draft FLUM, and with the draft policies and actions.

Working Groups and Community Engagement Partners

In order to augment County staff resources, include the full range of perspectives related to all of the topics important for the SGMP, and encourage participation from people historically under-represented, we are planning multiple paths for community partnerships (see Table below).

Table 10: Description of Working Groups and Partners

Group	Description, Purpose & Tasks	Recruitment Process
Flourish SFC Working Group	A “mini-public” working group to provide feedback and assistance with plan content and engagement. A “mini-public” is a representative, small group of people designed to act as a microcosm of the public, using informed dialogue to address complex issues. Tasks: Actively participate in Working Group meetings that will act as workshops to develop and vet content for the SGMP Attend public hearings Participate in focus group meetings for selected topics, if needed This group provides advice only. Not a voting body. Size: 20-30 people <i>Note that good representation is essential for the effectiveness of this tool.</i> <i>Size may need to be larger to achieve good representation geographically, demographically, and by issue.</i>	The goal is to achieve a group that includes: ▪ All geographic areas of the County ▪ The range of perspectives on topics relevant to the plan ▪ The range of community members, including people historically under-represented <i>Recruited through a combination of appointments, application, invitation:</i> BCC appointments (2 per Commissioner) County Manager appointments (key departments) City of Sante Fe representative designated by City Community Partners – recruited through application Others invited to fill gaps in topics and/or community reach (geography, historically under-represented groups, etc.)

Group	Description, Purpose & Tasks	Recruitment Process
Community Engagement Partners	NGOs recruited to support public engagement and development of SGMP content, particularly to fill gaps (geographic, topical, or community-based) in appointed Working Group members The CEP program is designed to address gaps in geographic, topical, and demographic representation that are common when public engagement relies solely on conventional outreach methods or appointed bodies. CEPs serve as trusted bridges between County planning staff and communities that may be harder to reach through standard engagement channels, including rural and unincorporated areas, communities historically underrepresented in civic processes, and groups with specific topical expertise or community connections. CEPs will be compensated for their work on behalf of the plan process. Tasks: <u>Grant level 1: Meeting participation & Outreach support</u> Assist with outreach (getting the word out): Distribute communications promoting survey and other events Participate in Working Group meetings Attend public hearings <u>Grant level 2 (higher): Meeting participation, Outreach support, and engagement support</u> Level 1 tasks + Host Community Conversation Kit engagement events and/or host engagement events designed by the CEP as proposed and accepted through the grant application Host pop-ups or tabling at events for their constituency with materials provided by County	Selected through a Notice of Funding Availability (NOFA) application process run by County staff with review by the County Manager, who makes the final decision on NOFA award. In selecting Community Engagement Partners, the County will seek to ensure that the full program collectively achieves representation across: Geographic coverage: All geographic areas of the County, including rural, unincorporated, and historically underserved areas Issue and topical areas: The range of topics and policy areas relevant to the SGMP, including land use, housing, transportation, environment, economic development, and community services Community populations, with particular attention to: ▪ Traditional communities, including both those with and without formal Community Organization (CO) representation ▪ Indigenous people and Pueblos ▪ People with limited English proficiency, particularly Spanish-speaking communities ▪ Immigrant communities ▪ Youth ▪ Elderly residents ▪ People with limited financial resources

Group	Description, Purpose & Tasks	Recruitment Process
Technical Work Group	Work group that includes multiple county departments and possibly representatives from City of Sante Fe or other implementing agencies Tasks: - Explore specific topic content - Provide content knowledge - Vet recommendations for feasibility - Develop implementation strategies	Determined by staff and County Manager

Engagement Tools Meet Engagement Goals

The table below illustrates how the selected tools meet the prioritized engagement goals. Note that the achievement of any goal depends on effective tool design and outreach. For instance, community meetings with limited outreach will tend to attract people who are older and wealthier than the median population, but community meetings with targeted outreach by trusted community partners can engage people who have been historically under-represented.

Table 11: Assessment of Goals from Each Tool

	Demonstrate transparency	Build trust	Educate general public	Encourage participation from historically under-represented	Build social capital and community capacity
Decisionmaker Engagement					
One-on-One Briefings to Decisionmakers					
Presentations to Planning Commission					
Presentations to Board of Commissioners					
Study Session with BCC					
Eight Northern Pueblos Meetings					
Formal request for comments to Pueblos & incorporated places, with follow-up meetings					
Legislative Dinner					
Public Hearings for Adoption					
Stakeholder Engagement					
Flourish SFC Working Group					
Technical Work Group		staff			staff
Presentations to County Advisory Committees					
Topic Based Focus Groups/Workshops					
Document Commenting					
Public Engagement					
Community Engagement Partners (grants)					
Community Conversation Kits					
Pop-Ups / Tabling					
CO/RO Engagement					
Community Meetings					
Online Surveys				youth	
Webinars / Online Videos					

When do people participate? Engagement Phases & Timeline

Public engagement tools must be sequenced in a way that works hand-in-hand with the technical and design work and keeps the project moving forward, with each step building on the previous step. Engagement through multiple feedback loops builds agreement.

The engagement schedule (see separate file) illustrates the sequence of events and engagement activities for decisionmakers, technical and implementation stakeholders, community stakeholders, and the general public through the five planning phases.

The chart below illustrates the expected timing of the phases, but this timing is subject to change depending on engagement and analysis needs.

Table 12: Timeline Chart of Phases



Outreach and Communications Plan

Purpose of the Communications Plan

The Communications Plan complements the Public Participation Plan by ensuring the Sustainable Growth Management Plan update is understandable, visible, and relevant to the full spectrum of Santa Fe County stakeholders. While the PPP outlines how people will participate, the Communications Plan focuses on why the process matters, how information is framed to reflect the concerns of the community, and how the public is invited in. Effective engagement cannot occur without effective outreach; unless the right mix of people are activated and feel welcomed into the process, even well-designed and executed engagement activities can fall short of their potential.

FLOURISH SFC, the proposed project identity, serves as the public-facing expression of this engagement and communications system, helping residents recognize, relate to, and follow the SGMP update over time.

The purpose of this Communications Plan is to make the SGMP update clear, accessible, and meaningful to residents, businesses, community organizations, service providers, and partner governments. It establishes a consistent narrative and identity for the planning effort, helping the public track

the process over time and understand how each phase connects to decisions that affect them, such as where growth is directed, how infrastructure is financed and maintained, and what services can be supported in different parts of the County.

This Plan also ensures that communications do more than simply announce meetings. It positions the SGMP update as a shared community effort, translating complex planning topics — community types, land use scenarios, fiscal impacts, adequate public facilities, and the links between the SGMP, zoning, and community plans — into clear, plain-language messages. It recognizes the diversity of Santa Fe County's residents and commits to multilingual, culturally responsive outreach as necessary that respects the County's rural character, traditional communities, and sovereign Pueblo partners.

Finally, the Communications Plan defines how the project team will use consistent messaging, coordinated materials, and a clear brand identity to build trust, reduce confusion, and create a welcoming environment for participation. By aligning communications with engagement goals, the Strategy ensures that residents are motivated and equipped to participate meaningfully, and that the final SGMP reflects informed, broad-based public input — not just from those who were easiest to reach, but from the full range of communities whose experiences and perspectives must shape the plan.

Communications Goals

In supporting the Engagement Plan, the Communications Plan helps activate a broad spectrum of participants by making the SGMP update visible, understandable, and relevant. While the Engagement Plan focuses on how and when people will participate, the Communications Goals focus on building the awareness, motivation, and clarity necessary for that participation to occur. Together, accomplishing these goals during the engagement helps create a transparent, inclusive, and effective planning process.

Outreach and engagement are related but separate activities. Outreach involves reaching out and communicating about the plan and ways to engage. Engagement involves opportunities for input into the plan. Engagement only works when outreach activates people to participate. The Communications Plan is designed to:

1. Increase understanding of what the SGMP is and is not.

Most residents are unfamiliar with comprehensive planning or confuse it with zoning, development approvals, or community plans. A core communications goal is to

clearly distinguish the SGMP's purpose, scope, and functions so that expectations remain realistic and trust is maintained throughout the process.

2. Convey why the SGMP update matters now.

Communications will frame the update in terms of top-of-mind issues like water, infrastructure strain, housing pressures, wildfire resilience, and quality of life in traditional and growing communities to establish personal relevance and motivate participation.

3. Create a consistent narrative and identity for the project.

A cohesive project identity will help the public follow the process over multiple phases, understand how each stage connects to decisions, and recognize SGMP communications at a glance. This includes visual branding, tone, message discipline, and reliable, predictable communication channels.

4. Translate complex planning concepts into clear, accessible language.

Topics such as place types, land use scenarios, fiscal impacts, and adequate public facilities are central to the SGMP but are not easily understood by the public. Communications will simplify, contextualize, and visually illustrate these topics so residents can meaningfully engage with the material.

5. Reach diverse audiences through targeted, culturally responsive, and multilingual outreach as needed.

Santa Fe County includes traditional communities, rural areas, suburban neighborhoods, Spanish-speaking households, sovereign indigenous communities, and groups with varying levels of access to broadband or technical information. Communications will ensure that each audience receives information in appropriate ways and through trusted channels.

6. Build trust through transparency, responsiveness, and clarity.

Communications will demonstrate how public input shapes the process, explain trade-offs openly, and provide regular updates on progress. The goal is to reduce cynicism, avoid misunderstandings, and position the County as a collaborative partner rather than a distant authority.

7. Empower residents to participate meaningfully by telling them how to get involved and why it's worth their time.

Clear calls to action, phase-specific expectations, and well-timed information will help residents understand what type of input is being sought, when, and how their participation will influence decisions.

8. Support internal alignment across County departments and partners.

Consistent messaging and coordinated communication practices will help staff, advisory groups, and County leadership speak with a unified voice, reducing confusion and strengthening credibility during the update process.

9. Establish a foundation for long-term plan use and public understanding.

By clearly explaining the SGMP's role as the County's guiding policy document, communications will help ensure that residents, staff, and elected officials continue to reference and understand the plan long after adoption.

Project Identity and Branding Framework

A successful planning effort needs more than strong technical work and meaningful engagement. It also needs a clear, consistent identity that helps the public recognize, relate to, and remember the initiative over time. The proposed branding framework for the SGMP update provides that foundation, giving the project a cohesive look, feel, and narrative presence across all materials, platforms, and phases of the process.

Purpose of the Branding Framework

The purpose of the identity is to present the SGMP update as an accessible, human-centered initiative rather than a purely technical policy exercise. A strong brand will help residents understand that the update is about their communities, their daily lives, and the future of Santa Fe County. It will also reinforce message consistency, support bilingual communication, improve the clarity of public-facing materials, and build recognition and trust throughout the multiyear process. Additionally, a unique and identifiable brand will distinguish the County's plan from the City's Santa Fe Forward comprehensive plan use planning initiative with the same purpose as the SGMP revision.

Core Branding Direction

The proposed brand direction—FLOURISH SFC—is designed to capture the shared aspirations of Santa Fe County's residents. Unlike the formal name "Sustainable Growth Management Plan," which accurately describes the document but does little to inspire, FLOURISH SFC centers the purpose of the process: helping people, communities, and landscapes thrive.

This brand concept is:

Aspirational, focused on well-being, pride of place, and shared future goals.

Inclusive, flexible enough to reflect the diversity of rural, suburban, traditional, and emerging communities.

Locally rooted, connected to Santa Fe County's cultural identity, geography, and values.

Forward-looking, signaling progress, opportunity, and long-term stewardship.

Functionally effective, being simple, memorable, and adaptable for social media, printed materials, presentations, and public-facing campaigns.

As the proposed name suggests, the brand frames the planning process not as an evaluation of regulations, but as an invitation to help the County flourish — economically, environmentally, culturally, socially, and spatially.

Visual Identity Elements

The branding framework will include a consistent set of visual elements that help audiences instantly recognize SGMP-related communications. These may include:

- Project name and tagline (e.g., FLOURISH SFC: Sustainable Growth Management Plan), connecting aspirational identity with the nuts-and-bolts document
- Color palette aligned with existing Santa Fe County brand standards
- Typography guidelines ensuring accessibility, legibility, and professionalism
- Use of the Santa Fe County logo to convey official status
- Graphic devices, such as using Santa Fe County's shape as a photo frame or motif

These elements will be chosen to be culturally resonant, visually appealing, and usable across print and digital platforms.

Voice and Tone

The project's communications will adopt a tone that reflects the County's values and the aspirations of its communities:

- **Clear and plainspoken**, avoiding technical jargon wherever possible
- **Warm and welcoming**, emphasizing collaboration and respect
- **Steady and trustworthy**, conveying transparency and professionalism
- **Locally grounded**, honoring cultural traditions, rural character, and community pride

- **Future-focused**, highlighting opportunity, sustainability, and generational thinking

Tone and voice will play a critical role in ensuring the SGMP update is not perceived as distant or technocratic, but as a community-guided effort.

Brand Application Across Phases

The brand identity will be consistently applied across all phases of the SGMP update, making it easy for residents to follow the process. This includes:

- Early-phase materials introducing issues, challenges, and opportunities to invite input
- Mid-phase materials explaining growth scenarios, community types, and trade-offs to invite review, consideration, and comment
- Late-phase materials presenting the draft plan, highlighting key recommendations, and inviting public critique and edit.

Cultural and Linguistic Inclusivity

The branding framework will support bilingual and culturally responsive communication, ensuring materials are accessible to Spanish-speaking residents as necessary and welcoming to the County's diverse communities. This includes careful consideration of language translation, imagery, color symbolism, and community values.

Role of Identity in Supporting Engagement

A clear, memorable identity helps: reduce confusion and misinterpretation; strengthen the visibility of outreach efforts; build momentum and broad-based participation; communicate the purpose and meaning behind each phase; and reinforce trust by showing consistency over time.

By giving the SGMP update a recognizable and resonant public-facing presence, the branding framework enhances the reach and impact of the engagement process.

Audience Segmentation and Priority Groups

Effective communication begins with a clear understanding of who the SGMP update is intended to reach. Santa Fe County is diverse in geography, culture, governance, and lived experience, and no single communication approach will reach all stakeholders equally well. The purpose of this section is to define the primary audience segments that we must consider, ensuring that outreach is inclusive, equitable, and aligned with the County's planning realities. These segments inform

where messages are delivered, which channels are used, and how information is framed throughout the process.

This audience segmentation differs from segmentation in the Engagement Plan because the two serve distinct purposes. Engagement segmentation identifies the full range of voices that must be represented in the planning process, ensuring diverse perspectives inform the SGMP update. Communications segmentation, by contrast, identifies how different audiences receive, interpret, and act upon information. Its purpose is to tailor messages and channels so that the SGMP update is visible, understandable, and relevant across the County's diverse communities.

For example, while elected officials and County staff are separated in the Engagement Plan due to their different roles and responsibilities, they are grouped together in the Communications Plan because the public views them as a unified County voice and they require coordinated messaging.

While the Message Architecture to follow outlines how messages will be tailored to different groups, the following audience segments establish the foundation for those adaptations:

1. General Public

Individuals living in unincorporated Santa Fe County, including households in both established and emerging communities. This group represents the broad base of people whose daily lives are shaped by SGMP decisions.

2. Traditional and Rural Communities

Residents of long-established communities with strong cultural identities, rural lifestyles, and land-based values. These communities often face distinct concerns related to water, infrastructure, land stewardship, and generational continuity.

3. Spanish-Speaking and Bilingual Households

Families and individuals for whom Spanish is the primary or preferred language. Ensuring bilingual access is essential for equitable participation and meaningful communication.

4. Businesses, Employers, and Economic Stakeholders

Local employers, business owners, chambers, and economic development organizations whose operations depend on predictable land use policy, infrastructure reliability, workforce housing, and transportation access.

5. Topic-Specific Organizations and Individuals

Activists, advocates, issue-specialists, special interest groups, focus on key issues — these will emerge as the process moves forward. These groups need special attention and may require tailored issue-specific materials.

6. Development and Conservation Specialists

Individuals and organizations engaged in development, conservation, design, engineering, or infrastructure provision. This group interacts directly with SGMP policies and requires clarity around place types, service availability, and long-term growth direction.

7. Partner Governments and Public Agencies

Municipal governments, federal and state governments, Pueblo governments, school districts, utilities, fire districts, and regional service providers. While federal, state, Pueblo, and incorporated municipalities are outside the County's jurisdiction, coordination on shared infrastructure, mobility, environmental stewardship, and growth pressures is essential.

8. County Leadership and Internal Staff

Elected officials, advisory committees, and County departments responsible for interpreting, applying, and implementing the SGMP after adoption. Internal alignment ensures message consistency and long-term usability of the plan.

By identifying these audience groups at the outset, we can deliver communications that are targeted, relevant, and respectful of cultural and geographic diversity. This segmentation also provides the foundation for building identity, selecting appropriate channels, designing accessible materials, and ensuring that the SGMP update reflects a truly representative cross-section of Santa Fe County's communities.

Message Architecture

A message architecture provides a structured hierarchy for how the planning team communicates about the SGMP update. It ensures that every piece of outreach, from website content to presentations to social media, reinforces a consistent story. This consistency is essential for a multi-phase planning effort, helping the public understand the project, stay connected to its purpose, and recognize how their involvement shapes the outcome.

The FLOURISH SFC message architecture organizes communications into four layers: Core Message, Supporting Messages, Proof Points, and Audience-Specific Variations.

Core Message

The SGMP update is a community-wide effort to help Santa Fe County flourish, protecting what's valued today while planning responsibly for the future. FLOURISH SFC invites residents to share their experiences, goals, and concerns so that the County's long-term decisions reflect the people who call it home.

Supporting Messages

These are the key ideas that expand the core message and give it shape across multiple phases:

1. Flourishing means planning ahead.

From water, infrastructure, and housing costs to wildfire risk and growth, Santa Fe County is experiencing real pressures. Updating the SGMP now ensures we make responsible choices rather than react to problems later.

2. This plan affects daily life.

Where homes can be built, where services are available, how far people travel for necessities, what infrastructure gets funded, and how our landscapes are protected are all shaped by the SGMP.

3. The plan works best when everyone's perspective is included.

County residents come from traditional communities, rural homesteads, suburban neighborhoods, Pueblo partnerships, agricultural areas, and growing employment centers. The update invites all of these voices to participate.

4. Complex topics will be explained clearly and transparently.

Community types, land use scenarios, water constraints, infrastructure costs, and fiscal realities can be complicated. FLOURISH SFC will break them down in plain language, using stories, visuals, and examples.

5. The SGMP will reflect shared values from community input.

The SGMP is only effective if it reflects shared values. Community input will inform the plan's priorities, identify trade-offs, and shape the final recommendations. Residents will see how their feedback influenced the outcome.

Proof Points

Proof points support the messages above. These may be expanded or refined as technical work progresses.

Population trends: The County continues to grow, affecting housing, roads, services, and resource use.

Water limits: Long-term water constraints require careful planning for both people and landscapes.

Infrastructure strain: Roads, fire services, and utilities must keep pace with development to remain reliable.

Fiscal impacts: Different growth patterns have different long-term costs for taxpayers.

Community diversity: People living in different land patterns (over 30 recognized traditional communities, rural lands, and suburban areas) require different approaches.

Successes and lessons from the 2015 plan: The update builds on existing strengths while addressing new challenges.

Jurisdictional clarity: The SGMP covers unincorporated County areas; other government jurisdictions have their own planning authorities.

Transparency commitments: All major documents, meeting summaries, scenarios, and draft recommendations will be publicly accessible.

Audience-Specific Variations

While the core message remains consistent, different groups may respond best to tailored framing.

General public

How the plan affects daily life, family well-being, affordability, and quality of life.

Emphasis on clear explanations and opportunities to participate.

Traditional and rural communities

Respect for history, culture, land-based livelihoods, and rural identity. Clarity about how the SGMP supports rural lifestyles and stewarding land/water resources.

Spanish-speaking households

Bilingual materials as necessary that emphasize relevance, accessibility, and trust.

Businesses and employers

Predictability, infrastructure reliability, workforce housing, transportation access, and long-term economic health.

Developers and technical stakeholders

Clarity on community types, infrastructure requirements, feasibility, and regulatory alignment.

Elected officials and County staff

How the plan strengthens decision-making, aligns with County goals, and supports fiscally responsible governance.

Partner governments and agencies

Coordination on shared issues such as transportation, water, wildfire risk, and regional growth dynamics.

How the Architecture Supports the Brand

The message architecture reinforces the FLOURISH SFC identity by ensuring every public communication:

- Speaks to aspiration rather than technical detail
- Focuses on people, place, and shared values
- Connects growth management to daily life and future well-being
- Emphasizes clarity, inclusivity, transparency, and responsible stewardship
- Builds trust across the full span of Santa Fe County's communities

Together, these messages anchor the project in a simple idea: Planning is how we protect what we love and create the conditions for every community in Santa Fe County to flourish.

Phase-Specific Key Messages

The SGMP update will unfold in several phases, each with distinct goals and corresponding communication needs. While the overarching narrative remains consistent throughout the process, public understanding depends on delivering *the right messages at the right time*. These Phase-Specific Key Messages ensure that outreach aligns with the technical work and engagement activities, and that the public receives clear, relevant information as the update progresses.

These messages are not public-facing copy. They are internal guideposts for what communications should emphasize at each stage.

Phase 1: Issues, Opportunities and Baseline Conditions

Focus on introducing the update, clarifying what the SGMP is, and establishing shared understanding of current conditions.

- We are updating the SGMP because Santa Fe County is changing, and we must plan responsibly for our shared future.
- The SGMP sets long-term policy direction; it does not approve individual developments or rewrite zoning. However, one outcome of the SGMP is to

recommend development regulations and procedures that result in the types of development that meets the goals of the community.

- This phase focuses on understanding current conditions: what's working, what's not, and what challenges lie ahead.
- Your stories, observations, and experiences will help shape priorities for the next phase.
- Complex topics like water constraints, infrastructure capacity, and growth patterns will be explained in clear and accessible ways.
- Everyone's perspective matters, especially across the County's diverse communities.

Phase 2: Growth Scenarios and Alternatives

Focus on exploring different ways the County could grow and evaluating the trade-offs of each. Help people make sense of complex choices and understand the implications of each scenario.

- Based on what we heard in Phase 1, we're now presenting different approaches to managing growth.
- Each scenario has benefits, costs, and trade-offs. There is no "free" or impact-free option.
- We will clearly explain community types, infrastructure realities, fiscal impacts, and environmental considerations.
- These scenarios are not decisions; they are tools to help compare choices and invite informed input.
- Your feedback at this stage will directly shape which direction is refined into draft policy.
- All supporting materials — maps, visuals, summaries, and analysis — will be transparent and publicly available.

Phase 3: Draft Plan Development and Review

Focus on presenting the Draft SGMP, explaining its recommendations, and gathering feedback for revisions. Build clarity, invite critique, and demonstrate responsiveness.

- The Draft SGMP is now available for public review.
- We will highlight key policy recommendations, what has changed since the 2015 plan, and why those changes were made.
- The draft reflects what we heard from the community. Here is how your input shaped this version.

- We will explain the value trade-offs behind major recommendations, including land use policies, infrastructure priorities, and fiscal strategies.
- Public feedback is essential to refining the plan before adoption.

Phase 4: Final Plan and Adoption

Focus on preparing for formal adoption while summarizing the work, the input received, and the reasoning behind final recommendations. Ensure transparency, build confidence in the final recommendations, and prepare residents for how the plan will guide future decisions.

- The SGMP is entering its final review and adoption phase.
- Here's what changed between the draft and final versions based on public and stakeholder input.
- We will explain the adoption process, key dates, and opportunities for public comment.
- Community champions, advisory groups, and interested residents are encouraged to participate.
- The SGMP will guide long-term decisions, including how capital investments and infrastructure planning align with County priorities.
- Adoption is not the end of the story. It's the beginning of implementation and long-term stewardship.

Across all phases, the communications plan reinforces the core narrative: The SGMP update is a community-guided effort to help Santa Fe County flourish — economically, environmentally, culturally, and socially.

These phase-specific messages ensure that the public always receives the right story at the right moment, building a coherent and accessible path through a complex process.

Media Strategy, Channels, and Tactics

A proactive, well-coordinated media strategy will help ensure that the SGMP update is visible, trusted, and accurately represented throughout Santa Fe County's diverse communities. FLOURISH SFC will leverage County media channels, partner amplification, and targeted traditional and digital outreach to reach residents who may not engage directly with meetings or online platforms. The strategy emphasizes clarity, consistency, and accessibility while ensuring that media coverage reinforces rather than competes with the project's core message and identity.

Project Launch Strategy: High-Visibility Saturation Approach

Because comprehensive planning processes often struggle to capture public attention at the outset, the FLOURISH SFC launch will use a concentrated, high-frequency burst across all available County channels during the first several days of the campaign. This “big splash” approach, in collaboration with County communications staff, ensures that residents encounter the initiative repeatedly in a short period—increasing recognition, strengthening brand recall, and establishing FLOURISH SFC as a major County priority from day one.

The launch strategy will prioritize:

- Maximum channel presence: simultaneous release across the County website, project website, GovDelivery email, all social media platforms, County podcasts, printed flyers, and (budget permitting) radio spots.
- High message frequency: multiple touchpoints per day across social and digital channels during the launch window.
- Consistent branding: unified FLOURISH SFC visuals, tone, and messaging reinforcing that this is a County-wide, community-guided initiative.
- Partner amplification: coordinated posting by municipal partners, community organizations, nonprofits, HOAs, faith groups, and service providers to expand reach organically.
- Media engagement: launch-day press release, proactive pitch to local radio and print outlets, and targeted Spanish-language media outreach as necessary.
- Immediate invitation to participate: clear next steps—such as completing a short values survey, or signing up for updates—so early awareness translates directly into early action.

This high-visibility launch moment is designed to overcome the typical perception that comprehensive plans are technical or irrelevant. By flooding the information environment with coordinated, compelling communication, FLOURISH SFC will quickly build curiosity, recognition, and a sense of shared momentum around the SGMP update.

A concentrated launch:

- Builds brand awareness before skepticism or confusion set in
- Establishes FLOURISH SFC as a County priority, not a side project
- Signals professionalism and confidence
- Creates a sense of urgency and relevance

- Helps secure early media coverage
- Encourages partner organizations to join the effort from day one
- Gives staff and elected officials a strong, unified starting point for all future messaging

This launch strategy also helps solve the core challenge of comprehensive planning: people don't pay attention unless something disrupts their normal information environment. A multi-channel saturation strategy accomplishes exactly that.

Communications Channels

To be effective, communications must meet people where they are—geographically, culturally, and technologically. Santa Fe County maintains a broad and well-used communications infrastructure that will serve as the foundation for the FLOURISH SFC campaign. Because the County's residents vary widely in connectivity, language preference, and engagement habits, the SGMP update will use a blend of County-managed channels, project-specific platforms, and community-based outreach tools.

Together, these channels ensure that information is visible, accessible, culturally responsive, and consistent throughout the multiyear process.

1. Project Website

The central hub for all SGMP information and public-facing documents. Establishes a stable, reliable home for all information and supports long-term transparency.

Potential tactics:

- Dedicated project platform (e.g., FlourishSFC.com or comparable) linked prominently from the County website
- ADA-compliant formatting and clear navigation
- Regular updates including a mix of meeting announcements, phase summaries, visual explainers, scenarios, draft documents, and/or FAQs
- Plain-language descriptions of complex topics (water limits, community types, fiscal impacts, infrastructure trade-offs)
- Spanish-language content as needed
- Embedded sign-up forms and opt-out options for email updates

2. County Website

High-trust, high-visibility gateway for official County information. First source for official news for many residents, especially during key phases

Potential tactics:

- Prominent SGMP spotlighting
- Posting of meeting notices, teasers for draft plans, and public comment instructions
- Integration with GovDelivery signups

3. Email Distribution (GovDelivery)

Consistent and timely communication to subscribed audiences. Reaches residents who actively want updates while reinforcing message discipline.

Potential tactics:

- GovDelivery newsletters for major milestones and phase transitions
- Broad email at launch and pivotal moments; project subscriber list for general updates
- Project subscriber list to serve as stakeholder database
- Push notifications for meeting reminders, draft release announcements, surveys, and deadlines

4. Social Media

Many Santa Fe County residents get their news through social media, especially younger residents and digitally connected households. Obtain broad visibility and rapid dissemination of information via existing County channels: Facebook, Instagram, YouTube, TikTok, Threads, and LinkedIn.

Potential tactics:

- Branded FLOURISH SFC posts and graphics
- Short videos and/or explainers for complex concepts
- Reels/TikToks showcasing maps, scenarios, or quick summaries
- Spanish-language content where needed
- Coordinated posting schedule with County communications staff
- Partner amplification (municipalities, nonprofits, service providers, HOAs)

5. Podcast Platforms

Share longer-form, narrative-rich explanations of SGMP content via Apple Podcasts, Amazon Music, Spotify, iHeartRadio, Pandora, KDCE, and KSWV. Reaches residents who commute, work outdoors, consume podcasts during exercise or leisure time, or rely on audio formats rather than written materials.

Potential tactics:

- Short episodes or interviews featuring County staff, planners, or community voices
- Topic-focused episodes (e.g., water, housing, wildfire resilience)
- Audio summaries of major SGMP milestones
- Spanish-language or bilingual episodes where appropriate

6. Press Coverage and Journalistic Outreach

Build credibility through trusted community news sources and increase visibility during key milestones. This implied third-party endorsement is particularly important in Santa Fe County, where many residents rely on local papers and radio for community information and where credibility is strengthened when messages originate from familiar journalists rather than government channels alone.

Potential tactics:

- Press releases timed to major milestones (launch, recommendations release, draft plan release, adoption hearings)
- Pitching stories that connect planning concepts to issues residents care about: water, housing affordability, wildfire safety, rural community needs
- Interviews with County leaders or project team members on local radio and community news platforms
- Spanish-language media outreach for key announcements and explainers

7. Radio Advertising and Community Radio

Radio remains a primary information source in many parts of Santa Fe County. Achieve non-digital communication via KSWV, KDCE, and Hutton Broadcasting, particularly suited to rural communities and older residents.

Potential tactics:

- Short, branded SGMP announcements during major public phases
- Bilingual radio spots where appropriate
- Interviews or talk-show segments during key decision points

8. Print Materials and Physical Distribution

Many rural and older residents rely on printed information. Printed materials extend reach to residents who may not engage digitally.

Potential tactics:

- Branded postcards mailed ahead of major engagement phases

- Flyers posted at libraries, community centers, senior centers, mercados, post offices, and local businesses
- Printable PDFs for community partners and leadership
- Spanish-language versions for widely distributed materials

9. Partner Networks and Institutional Channels

Reach audiences through trusted messengers. Many residents are more likely to trust community sources than government announcements alone.

Potential tactics:

- Information distributed through schools, senior centers, faith organizations, community nonprofits, water users associations, volunteer fire districts, and agricultural networks
- "Partner Toolkits" containing sample social media posts, blurbs, flyers, and links
- Presentations to civic groups, chambers, and neighborhood associations

10. Accessibility, Language Inclusion, and ADA Compliance

Ensures all residents can participate fully, supports inclusive engagement, and fosters trust in the process.

Potential tactics:

- Spanish-language materials and interpretation where appropriate
- Plain-language summaries of technical documents
- ADA-compliant project website
- Printed copies available for residents with limited Internet access

11. Internal Communications and Coordination Channels

Maintain alignment within the County and project team. Ensures the public receives clear, aligned information across departments.

Potential tactics:

- Briefings to advisory groups, County leadership, and interdepartmental staff at key intervals
- Consistent language for internal and external messaging

Channels Work Together

No single channel can reach all of Santa Fe County. FLOURISH SFC relies on layered, overlapping communication pathways that reinforce each other:

- Social media spreads awareness
- Radio and print reach offline audiences
- Email deepens connection
- Partners expand reach into hard-to-access communities
- In-person engagement builds trust
- The project website anchors all information in one accessible place

Together, these tactics ensure that SGMP information is clear, reliable, and available to every part of the County.

Risk Mitigation and Issue Response

Large, multi-phase planning efforts generate questions, misunderstandings, and occasional controversy. The goal is not to avoid difficult conversations, but to anticipate them, provide clear information, and respond consistently.

1. Anticipated Risks

Certain topics are more likely to generate concern and should be addressed early and clearly through plain language, FAQs, and consistent messaging. Common areas include:

- What the SGMP does and does not control
- Impacts on rural and traditional communities
- Growth, development pressure, and infrastructure capacity
- Water availability and resource constraints
- Interpretation of growth projections
- Alignment with individual development expectations
- Jurisdictional boundaries (cities, federal lands, Pueblos)
- Perceptions of limited public input
- General skepticism toward planning processes, including trust issues from frustrations with past County actions

2. Proactive Communications

Clear, early communication reduces confusion and speculation. Materials should:

- Explain intent before releasing technical content
- Distinguish between analysis and policy decisions

- Frame trade-offs as expected
- Clarify County authority
- Reinforce how public input informs outcomes

3. Monitoring and Response

Online platforms can amplify questions quickly. Regular monitoring allows timely, consistent response.

Monitoring Approach:

- Monitor County channels, website submissions, and community platforms
- Track recurring questions and update FAQs as needed
- Avoid one-on-one debates; redirect to official information

Monitoring Response:

- County responds on official channels
- Project team provides aligned messaging
- Responses remain brief, factual, and consistent

4. Issue Response Protocols

A simple internal process ensures consistency:

- Identify issue
- Assess scope and accuracy
- Align internally on facts and response
- Respond through official channels
- Broaden communication if needed (website, FAQ, meetings)

5. Misinformation Management

Misinformation is best addressed through clarity and consistency:

- Provide clear, phase-appropriate information early
- Maintain the project website as the primary source
- Correct inaccuracies by directing to official information
- Encourage partners to share County messaging directly

6. Staff Alignment

Consistent communication requires preparation:

- Provide talking points and briefings

- Align messaging before releases
- Designate spokespersons

7. Tone

All responses should be:

- Calm and respectful
- Clear and plainspoken
- Focused on information, not persuasion

Stakeholder Database Strategy

A centralized stakeholder database, ideally housed within the existing GovDelivery platform, will support consistent, equitable communication throughout the SGMP update. Maintained as an internal tool, it will enable targeted outreach, reduce duplication, and provide continuity across project phases and implementation. The database will also serve as a shared resource for County departments involved in planning and engagement.

1. Purpose

The database will:

- Support broad outreach across Santa Fe County communities
- Enable targeted communication when appropriate
- Maintain continuity across project phases
- Reduce gaps and redundancies in outreach
- Provide a clear record of engagement for accountability

2. Sources of Contact Information

Contact data may be drawn from:

- Existing County lists
- Event sign-ins and meeting attendance
- Survey opt-ins
- Project website submissions
- Community partners and service organizations
- Business, economic, and technical stakeholders
- Organizations serving Spanish-speaking or hard-to-reach populations

3. Information Tracked

As capacity allows, the database will include name and email and may include:

- Geographic identifiers
- Stakeholder type
- Preferred language, if known

4. Maintenance

A designated staff or team member will manage updates, including:

- Adding contacts after events and surveys
- Incorporation of updated partner lists
- Quality review of automated website entries

5. Role in the Communications Plan

The database will support:

- Phase-specific and topic-specific messaging
- Spanish-language outreach, as necessary
- Continued engagement with past participants
- Tracking of outreach reach and timing

6. Privacy and Data Stewardship

All information will be used only for SGMP-related communications and managed in accordance with County privacy standards.

Team Responsibilities for Major Engagement Deliverables

SGMP Project Teams

Conducting a comprehensive plan process is a significant undertaking. To manage the workflow efficiently, it is important to structure the work to include the right people at the right time without overburdening people's time.

Table 13: SGMP Project Work Teams

Team	Description	Composition
SGMP Decision Team	People who make decisions about plan direction and deliverable completion. This group handles any politically sticky questions.	Herb, Alex, Nate, Joseph, Consultant

Team	Description	Composition
SGMP Core Team	Core people working on developing the plan on a day-to-day basis	Herb, Nate, Joseph, Consultant
SGMP Communications Team	People working on communications & outreach related to the plan	Herb, SFC Communications staff, Consultant
Technical Work Group	Note that this is repeated from the Stakeholder Engagement Tools section: Work group that includes multiple county departments and possibly representatives from City of Sante Fe or other implementing agencies	TBD by County Manager

Table 14: Team Responsibilities

This chart describes team responsibilities in broad terms. More detailed responsibilities for specific tasks will be developed for the Workbacks for each engagement tool that will be included in the Engagement Handbook.

Roles	Lead	Contribute
Admin		
Draft & Update PPP	Consultant	SGMP Project Manager
Technical team meetings – facilitate and schedule	SGMP Project Manager	
Payments to CEPs	SGMP Project Manager	
P&Z and BCC Updates	SGMP Project Manager	Consultant
Quarterly Participation Check-In Meetings	Consultant	SGMP Project Manager
Engagement Activities		
Engagement Event Outreach: Content	Consultant	SGMP Project Manager SFC Communications
Engagement Event Outreach: Layout & Graphics	Consultant	SGMP Project Manager SFC Communications
Engagement Event Outreach: Logistics & Distribution	SGMP Project Manager SFC Communications	

Presentations to Board of Commissioners	SGMP Project Manager	Consultant: support with content
Study Session with BCC	SGMP Project Manager	Consultant: support with content, event design
Eight Northern Pueblos Meetings	SGMP Project Manager	Consultant: support with content
Formal request for comments to Pueblos & incorporated places	SGMP Project Manager	
Legislative Dinner	SGMP Project Manager	Consultant: support with content
Public Hearings for Adoption	SGMP Project Manager	Consultant: support with on-call advice
Flourish SFC Working Group	SGMP Project Manager	Consultant: support with content, event design, facilitation for select events
Technical Work Group	SGMP Project Manager	Consultant: support with content, event design
Topic Based Focus Groups/Workshops	SGMP Project Manager	Consultant: support with content, event design, facilitation for select events
Document Commenting	SGMP Project Manager	Consultant: support with content, tool set-up, response analysis
Community Engagement Partners (grants)	SGMP Project Manager: Lead application process	Consultant: Develop application materials
Community Conversation Kit Materials	SGMP Project Manager	Consultant: support with content, event design, graphics and layout
Pop-Ups / Tabling	SGMP Project Manager: Coordinate with CEPs	Consultant: support with content
CO/RO Engagement	SGMP Project Manager	Consultant: support with content, event design, facilitation for select events
Community Meetings	SGMP Project Manager	Consultant: support with content
Online Surveys	Consultant: design & analysis	SGMP Project Manager: online survey tool

Webinars / Online Videos	Consultant: develop content & editing	SGMP Project Manager: guidance on content and connections to people to interview
Communications Channels & Production		
Project Website – Develop and maintain with ongoing updates and content management	Consultant	SGMP Project Manager SFC Communications (<i>3-day turnaround for review</i>)
Email Blasts (through GovDelivery)	Consultant: Content & recommendations	SGMP Project Manager SFC Communications: Distribution
Social Media Posting	Consultant: Content & recommendations	SGMP Project Manager SFC Communications: Distribution
Social Media Ads <i>If needed to boost survey response</i>	Consultant: Develop & Distribute	Content review: SGMP Project Manager SFC Communications
Podcast	SGMP Project Manager SFC Communications	Consultant: Editorial advice
Press Coverage and Outreach	Consultant: Content & recommendations	SGMP Project Manager SFC Communications: Distribution & relationships
Print Materials	Consultant: Layout & Graphics	SGMP Project Manager: Map development, printing
Event slides production	Consultant: Layout & Graphics	SGMP Project Manager
Partner Networks & Institutional Channels	Consultant: Content & recommendations	SGMP Project Manager SFC Communications: Distribution
Accessibility, Language Inclusion, and ADA Compliance	SFC Communications <i>County is working on standards to meet new accessibility guidelines; will communicate any decisions made or practices adopted</i>	Consultant: Advice as requested
Internal Communications and Coordination Channels	SGMP Project Manager SFC Communications	Consultant: Advice as requested

Mailing & print coordination	SGMP Project Manager SFC Communications	
Translation coordination	SFC Communications	
Relationship Management		
Stakeholder contact database manager (through GovDelivery)	SGMP Project Manager	Communications: Support through GovDelivery <i>Shawna can add new signups from public meetings to subscriber lists; will investigate if Land Use can be given direct access to upload</i>
Social Media Monitoring	SGMP Coordinator (Nate)	
Community organization relationships	SGMP Project Manager	
Respond to project inquiries from public	SGMP Project Manager	Consultant: support with content
Media coordination (such as monthly coffee break segment on local radio)	SFC Communications SGMP Project Manager	Consultant: support with content