

Lawrence
Berkeley
Laboratory

1994-95
Communications
Plan

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Lawrence Berkeley Laboratory 1994-95 Communications Plan

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Lawrence Berkeley Laboratory 1994-95 Communications Plan

Introduction

The 1994-95 Lawrence Berkeley Laboratory Communications Plan -- and the goals, objectives, strategies and actions that follow -- are the products of almost a year of researching, evaluating and addressing LBL's needs for effective internal and external communications programs.

They grow from three contemporary realities undeniably bound to the future of the laboratory -- 1) a diversified research mission that has splintered internal loyalties and commitments since LBL's evolution from a one-purpose high energy physics lab; 2) a fiercely competitive science funding environment in the 1990s; and 3) a continuing LBL identity crisis marked by public confusion over three "Lawrences" (the Livermore and Berkeley labs, plus the Berkeley campus' Hall of Science) and two "Berkeleyes" (laboratory and campus).

Never in its history has generating recognition and support been more critical to the survival of LBL. It is an era in which mere scientific excellence is not sufficient to assure a program's existence; research entitlements have been replaced by vigorous competition for limited dollars. Relevance and problem-solving are valued and rewarded. An institution's viability hinges upon its acceptance as a worthwhile contributor to America's future. Policy-makers, funding agencies, and industrial partners need to hear about LBL's capabilities and its record for getting the work done. No less important are the Laboratory's ability to remain focused and unified through effective on-site interactions, and to maintain positive relationships with neighboring communities.

The LBL Communications Plan signals a new approach, a collection of actions designed to catalyze and energize a community rich in heritage, though historically modest in conveying it. Once the plan is implemented and executed, the Laboratory will gain wider recognition and respect among its constituents and the public. Support for its scientific and educational programs will grow. And LBL will become more of a place where its people understand and embrace the culture and quality of the Laboratory and share their pride in it with others.

The process through which the plan developed is reflective of why LBL possesses a reputation for excellence -- outstanding employees from diverse disciplines coming together as a team to meet a challenge or solve a problem. In this case, it was a Laboratory Communications Task Force of 27 dedicated

individuals (Appendix A), chaired by Michael Chartock, who met biweekly for nearly five months to construct a program of activities designed to maximize the quality of interactions on-site and to heighten the visibility of the Laboratory off-site with its most critical constituencies.

The LBL Communications Plan is really an integral element of the strategic planning process that Laboratory Director Charles V. Shank has been guiding since 1992. In defining LBL's major objectives in the context of broad new challenges and fundamental change, the LBL Strategic Plan and its concomitant mission statement, "Vision 2000," set the course for Laboratory efforts into the next century.

Two management objectives in the Strategic Plan cite the importance of communications strategies. In the third objective, "Optimizing the Way We Work," a lack of dialogue among employees, and therefore a lack of understanding and perspective as to the roles each person plays, is described as a hindrance to performance. "Better communications is clearly the prescription," it continues, "the alternative to an 'us versus them' attitude that can lead to a balkanization of research and support groups." Under the fourth objective, entitled "Respecting and Empowering Our People," the perceived gaps between upper management and Laboratory staff, between scientists and support staff, between technical and administrative staff, are considered impediments to the successful development of a sense of community at LBL. It recognizes changing labor force demographics and the need to value diversity and to communicate a commitment to fairness and equity in a way that unifies the community.

The final of six concluding actions in the Strategic Plan states, "We Will Establish a Broad Communications Program":

Perhaps the most challenging task we face is addressing the communication gaps that are the inevitable consequence of growth, diversification, and increasing regulatory demands. Initial actions will include training people in communications...; enhancing "real time" intralaboratory communications by means of electronic bulletin boards, or perhaps even strategically placed TV monitors; providing a means for all employees to make their views known on Laboratory issues and problems; and increasing the availability and visibility of Lab management. This last commitment may mean more all-employee divisional meetings, with invited guests from Administration, Operations, and other divisions, and it is sure to mean more town meetings to discuss matters of broad concern within the Laboratory.

Another facet of communications is conveying an accurate picture of the Laboratory to the scientific community, to our sponsors, and to the public, both locally and nationally. An important part of our

communication program will therefore focus on the Laboratory's image, and on the strategic impact of effective community relations and effective scientific and popular publications.

A first concrete step toward assessing and addressing our communications needs has already been taken. To point the way for future action, Ron Kolb, former Director of News and Public Affairs in the Office of the President of the University of California, has conducted a comprehensive assessment of communications at LBL. Among his recommendations are several that seek "to encourage regular social and professional interaction among the diverse population in the LBL community," "to institutionalize...interactions (between) top management (and other) employees at the Laboratory," and to "refine electronic communication capabilities at the Laboratory" -- all focused on developing an enduring sense of unity at this diverse institution. In addition, in the context of how the Laboratory is perceived in the wider community, he strongly encouraged a review of the Lab's general-interest publications and the setting of aggressive goals for outreach efforts by the Public Information Department and by top scientists and administrators.

In his "Report on Communications Programs at Lawrence Berkeley Laboratory," Kolb listed five Communications Priorities, the first of which was to develop "A Laboratory Communications Plan." He wrote, "A central document such as this will ensure that the most important and credible information about the Lab, its people and its policies is communicated consistently and clearly. The plan should be targeted to specific audiences and markets and should be prioritized based upon the most critical needs and the most cost-effective activities. It should have local, statewide and national components."

Director Shank responded to the report by appointing two committees in April to help him address the next phase of communications planning. One, the Communications Advisory Council, composed of Laboratory managers and public relations professionals from outside LBL, focused on overall communications organization, resource and policy issues. The second, the Laboratory Communications Task Force, drew its membership from outreach, scientific, operational and service programs throughout LBL. Its charge was to review and evaluate all internal and external communications programs and to recommend and apply enhancements and changes that will maximize understanding and recognition of the Laboratory among its many constituencies.

The final plan is the product of Task Force deliberations, with input from the Communications Advisory Council and the Subcommittee of Consulting Scientists, a group of 10 Laboratory researchers who were asked to

review and comment on the plan from the perspective of LBL's scientific community. The plan includes realistic timelines for completing actions, measures for evaluating success, and resource considerations when applicable. Although most actions are short-term (one year or less), some are ongoing and others have multi-year completion dates. At its structural center are the precepts and philosophies of the LBL Strategic Plan.

The plan is also designed to be complementary to the Department of Energy's Strategic Plan, "Fueling a Competitive Economy" (April 1994), and its companion document, the DOE's "Laboratory Outreach Communications Plan." In both, a central theme is increasing the trust and confidence of the American public through open and honest communication of responsible action.

LBL's plan takes into account, responds to and, in some cases, incorporates elements of prior communications planning activities at the Laboratory, among them the Community Relations outreach program, the Administration Division's committee on internal communications, and the LBL Diversity Committee's subcommittee on communications. The latter group in particular emphasized the need to celebrate diversity at LBL in all of its forms and to recognize and respect cultural differences in all communications activities. Many of the 70 recommendations forwarded by the Task Force on Making an LBL That Works (1993) identified issues regarding better communications, especially within the Laboratory. The thrust of those suggestions, if not the concepts themselves, are reflected in the LBL Communications Plan.

It should be remembered that there is no "quick fix" or single program that will suddenly vault Lawrence Berkeley Laboratory into public prominence, or dramatically enhance LBL's sense of community. LBL's outstanding scientific reputation was built upon years of tradition and accomplishment. Conveying that reputation consistently and broadly requires no less of a sustained effort over time. In addition, to be influential, effective communicating must be practiced by everyone from the most senior executive to the newest employee and the youngest student, in the glossiest magazine and the simplest memorandum. The culture must adopt this behavior and practice it every day, within and among divisions and programs. Such change takes time to be accepted and incorporated.

The Message

The Communications Plan focuses primarily on vehicles and processes by which messages are delivered, as well as the audiences to which they are targeted. Messages will vary by constituency and purpose. However, overarching themes -- derived from the LBL Strategic Plan and "Vision 2000"

-- should be applied in all communications contexts. In addition, a "positioning statement" has been developed with the help of the Communications Advisory Council, for general application in all materials reflecting LBL's identity:

**"Great Ideas,
Great Solutions"**

Lawrence Berkeley Laboratory is a rich scientific environment of people and programs which aims to produce outstanding science and scientists. A dynamic mix of tradition and innovation, basic and applied research, experienced scientists and students, LBL is ideally positioned to advance knowledge, develop new technologies, and solve problems important to America and the world.

Other statements, designed to focus LBL's identity and character in a succinct way, were considered and used as a context for development of the final statement. Their ideas provide additional distinctions to be highlighted in laboratory communications. They include:

- *As America's first national laboratory, founded in 1931, Lawrence Berkeley Laboratory has a long and proud tradition of excellence. The home of nine Nobel Prize winners, LBL is building on this tradition through its diverse program of basic and applied research.*

- *As a major multidisciplinary laboratory with state-of-the-art research facilities serving a variety of disciplines, Lawrence Berkeley Laboratory is uniquely qualified to nurture new technologies and to spin them off for further industrial development.*

- *Lawrence Berkeley Laboratory's science ranges from the exploration of the most fundamental questions about the nature of the universe, to highly technical innovations that involve new materials, new medical therapies, and new energy-efficient products.*

Finally, Director Shank has stated it simply:

"LBL will be seen as an institution of the highest quality, where the greatest scientists and technical staff solve problems that change the way we live and enhance our understanding of the universe around us."

The Audiences

A targeted approach toward communications requires an understanding of the audiences with which the Laboratory deals, including their needs, their influence, and their preferred method of receiving

information. Each goal in the Communications Plan identifies the primary audiences to which the actions are directed. Some audiences are represented in more than one goal. "The general public" is an undefined target shared by all communicators, but the plan's underlying assumption is that this aggregate is reached most effectively through personal contact with its component parts (i.e. the news media, the bordering community, the Legislature, etc.). Actions will be given priority based upon the importance of the constituency to strategic issues (a matrix of potential audiences and senders appears in Appendix B. Vehicles and messages will be inserted in the intersecting squares).

The Central Themes

Throughout the communications planning process, five key themes emerged as the behavioral foundations for success. Although not included as elements of the plan per se, they underlie the mechanisms and processes and serve as guideposts for those individuals charged with implementation. They are recommended for adoption by the LBL community:

- An *aggressive approach* to public information and outreach, which involves targeting priority audiences and actively promoting the Laboratory's achievements and values.
- A commitment to *consistent, unified communications* vehicles and messages which reflect a common purpose and role while respecting the diversity of the enterprise.
- *Improved horizontal and vertical communications* within the Laboratory which result in a united community whose divisional loyalties complement, rather than compete with, those to the institution.
- A *more centrally directed communications effort*, respected by both senior management and divisional leadership, which organizes and focuses resources in areas that are most influential in enhancing LBL's public recognition, reputation and integrity.
- A commitment to *leadership and creativity* in the delivery of information in a timely and effective way, both within LBL and through the Laboratory's interconnections with its external constituents.

The Goals, Objectives, Strategies and Actions

Three goals have been defined to frame LBL's communications efforts:

- A **Distinctive Identity and Visibility** for LBL
- Developing and maintaining **Strong Relationships with Constituencies**
- Encouraging and strengthening **A Unified Laboratory Community**, both on and off the hill

They represent a set of values and ideals encompassed within programs and activities that constitute the plan. The goals will be achieved through the application of broad-based communications principles, the projection of a consistent LBL identity, and the commitment of a well-informed Laboratory citizenry.

Within each goal, a set of objectives has been developed. These serve as the overarching targets for achievement, the fulfillment of which will ensure that the goals will be reached. Some objectives can be achieved in one year, others over the course of several years. But they represent the ideal toward which the Laboratory should strive. Each is designed to answer a key challenge which the Laboratory faces as it plans for the future.

In order to meet the objectives listed, certain strategies have been identified, as well as the actions to be taken in carrying out those strategies. Assigned to each action are anticipated implementation time frames. And general measures will be developed to evaluate progress in reaching each goal.

The following code has been assigned to reflect the time frame within which each action should be implemented, if not completed:

- A: Immediate and Ongoing**
- B: Implementation within 3 to 6 months**
- C: Implementation within a year**
- D: Implementation within 2 years**

Resource implications are identified for programs which will require new funding and new or redirected staffing. When applicable, added costs are noted for management consideration. Embedded within this plan is the assumption that, in order to successfully perform all actions, more money and staff will be required than is available. Given current fiscal constraints facing LBL, special attention has been given to programs with little or no additional funding required.

Actions recommended by the Task Force have been prioritized within each objective and strategy, and numbered sequentially (1-65) for ease in reference to the Action Matrix (Appendix D). However, it should be noted that the presentation sequence of the three goals does not reflect a prioritization. Each goal is considered interdependent and of equal importance in the effort to communicate the virtues of Lawrence Berkeley Laboratory.

Implementation

Under general oversight of the Director and his designee for general plan management, responsibility for implementation of Communications Plan actions will fall to relevant programmatic and division heads. The Task Force has grouped the 65 actions within functional categories (Appendix D) for implementation. It recommends that appropriate deputy, associate and division directors distribute assignments to line managers based upon areas of responsibility.

Also, a critical element to successful implementation lies in getting the LBL community to understand, embrace and participate in the plan. Therefore, it needs to be shared and explained widely, and through multiple media. It is proposed that, upon approval and endorsement by the Director's Action Committee, the plan be widely publicized internally in print and electronic vehicles, and made available to anyone upon request. One or more open meetings should be scheduled, at which members of the task force discuss the development and content of the plan and respond to questions from employees. In addition, task force members will be available to attend divisional staff meetings by invitation, to answer questions and explain various aspects of the proposed actions.

Progress on implementing actions should be assessed annually by the Director's designated overseer of the Communications Plan and reported to DAC and other appropriate bodies. The Director should receive periodic updates during the year.

Goal #1: Distinctive Identity and Visibility

Lawrence Berkeley Laboratory's distinctive mission, performance and contributions will be widely recognized and valued. Its unique nature will be encompassed in consistently applied written and graphic representations. Messages will be designed and aggressively delivered to build support for Laboratory programs in science and education.

The challenge: LBL has been confused with other institutions, and its generous contributions to science and education have not always received appropriate attention with mass audiences. Messages and images have been inconsistent, unfocused and uncoordinated, contributing to the external confusion. Sustained support for LBL's mission and programs will require a strong, unified message of relevance and value, and a clear distinction of what LBL is and what it does.

The primary audiences:

- The news media (general, trade and science)
- Business and industry
- The Department of Energy and other federal agencies
- Key members of Congress
- The Berkeley/Oakland communities
- The University of California community

Objective 1: LBL will foster communications leadership and infrastructure that will generate regular and frequent positive exposure in the local and national news media, raising the public visibility of LBL milestones and achievements.

Strategy 1: Organize management structure and personnel to maximize effectiveness, and minimize redundancy, in coordinating and distributing external communications.

Action 1: Coordinate (perhaps through expansion of the existing "outreach network") the activities of public information, community and government relations, media relations, and technology transfer marketing to ensure consistency, economy and effectiveness.

Timeline: A

Action 2: Provide senior public affairs/ media relations manager access to key Laboratory-wide policy meetings -- such as the Division

Directors Meeting, the Director's Action Committee, and division reviews. The manager should keep abreast of, and provide advice on, scientific and management actions with the potential for internal and external attention.

Timeline: A

Action 3: Establish a Laboratory-wide public information network, coordinated by the Public Information Department, including representatives from all major divisions and programs, to inform PID of important research, appointments, achievements, human interest and other significant news in a timely fashion.

Timeline: B

Action 4: In conjunction with the Directorate, establish annual strategic public information priorities (within the context of LBL Strategic and Communications plans) which will serve as the topical framework for news outreach efforts in print, electronic and broadcast services.

Timeline: B

Strategy 2: Develop and aggressively promote programs and opportunities that will enable LBL scientists and administrative leaders to maximize their exposure to, and effectiveness with, the news media.

Action 5: Establish a media training program to help make media interviews by LBL researchers and managers as effective and positive as possible.

Timeline: B

Action 6: Target the Director and other selected LBL spokespeople for appearances with important editorial boards and other influential media forums, to explain the Laboratory's mission, brief opinion leaders about LBL issues, and emphasize its importance to the region and the nation.

Timeline: C

Action 7: Develop a series of "media days" or news briefings at LBL for science and general-interest writers and/or editors, in order to sustain their exposure to LBL facilities, programs and "new identity," and to assist them in understanding and interpreting important issues in science and technology.

Timeline: C

Action 8: Submit editorial and op-ed pieces by LBL leadership to influential state and national publications, establishing a respected

"voice" for critical issues involving science, national laboratories, and economic and technological competitiveness.

Timeline: C

Action 9: Develop, in conjunction with the LBL public information network, a diverse news placement strategy for multiple media and audiences, with short and long-term objectives. This will ensure that LBL's outstanding accomplishments and individuals -- science and otherwise -- are given maximum exposure in print and on TV, and thus the highest potential for public recognition, with priority reporters in the Bay Area press and in key national media centers. Measure the effectiveness of public information activities annually through coverage analysis and periodic surveys of media customers.

Timeline: C

Resource consideration: Strategy 2, Actions 5-9 could involve additional workload totaling one full-time-equivalent position in order to complete objective as described.

Objective 2: LBL's distinct institutional identity -- its mission and character as defined by strategic planning and management policy -- will be reflected visually and editorially in all LBL-wide communications vehicles .

Strategy 1: Develop a coordinated visual identity program that reinforces the distinctive character and value of LBL as a single, recognizable, memorable entity.

Action 10: Develop and adopt a new or revised logo for the Laboratory, to be incorporated into signage, displays, letterhead, publications, newsletters, and other communications vehicles.

Timeline: C

Action 11: Revise and implement graphic standards for letterhead, displays, presentations, publications, etc., to be used where appropriate by the entire Laboratory to promote consistency and unity while respecting individual program strengths and identity.

Timeline: C

Action 12: Develop institutional signage that reinforces a sense of place and identity for visitors and employees (see Goal 3, Objective 4, Strategy 1)

Timeline: C

Resource consideration: Each action (10-12) within this strategy will incur some increase in operating costs; amounts should be estimated by manager proposing implementation.

Strategy 2: Maintain a unified family of LBL identity publications, featuring consistent design and use of common symbols and themes.

Action 13: Using newly authorized graphic standards, communicate LBL's scientific excellence and value through compelling general-audience publications (e.g. *Research Highlights*, the *Annual Report*, *LBL Research Review*, and program-specific brochures).

Timeline: C

Action 14: Establish a Publications Coordination Group, composed of divisional and lab-wide representatives, to share common graphic and editorial concerns and to facilitate development and application of unifying standards.

Timeline: B

Strategy 3: Produce editorial and visual tools and merchandise that persuasively project LBL's distinct identity, for use on-site and by Lab employees who interact with outside organizations.

Action 15: Create, compile and promote videotape, slide and viewgraph presentations, with consistent use of logo, style, and images, for use in Speakers' Bureau and other off-site outreach appearances by LBL personnel.

Timeline: C

Action 16: Promote the use of generic LBL photos, images, etc., and make widely available (for example, via CD-ROMs, electronic storage, etc.) for retrieval and application in presentations and publications by divisions throughout the Laboratory.

Timeline: C

Action 17: Market LBL merchandise (t-shirts, mugs, wall calendars, posters, etc.), featuring the LBL logo and other distinct elements, at LBL and through outside sources such as the Lawrence Hall of Science, the Cal Bookstore, etc., and investigate ways to promote this material to the community beyond the UC/LBL matrix.

Timeline: C

Action 18: Produce and widely distribute an LBL Economic Impact Report that speaks to the Laboratory's considerable positive effects

on employment, purchasing, business collaborations and industrial growth, and general quality of life in the Bay Area and beyond.

Timeline: C

Resource consideration: Actions 15-18 will require some increase in operating costs. In addition, increased activity in this strategy could involve additional workload totaling 2 full-time-equivalent positions.

Example measures of success for Goal 1:

- Measurable increases in LBL exposure to the news media
- Wide application of new logo, design standards
- Demonstrated customer satisfaction with communications products, services

Goal #2: Strong Relationships with Constituencies

LBL's partnerships with its most valued constituents will be encouraged and enhanced through effective communications, publications, and outreach activities. The Laboratory seeks strong mutual relationships with critical stakeholders, business interests and the local community which emphasize the quality of the Laboratory's work and build confidence and trust through two-way interaction.

The challenge: LBL historically has employed a modest approach to its work and achievements, but the competitive environment of today demands a higher profile for institutions and agencies aggressively seeking limited research dollars. A new Laboratory strategy stresses partnership-building and the promotion of LBL's continuing contributions to its primary audiences.

The primary audiences:

- The science community
- Business and industry leaders
- Educational communities
- Key members of Congress
- The California State Legislature
- California and Bay Area leadership
- Department of Energy management
- University of California leadership
- Other federal agencies
- Other laboratories
- LBL employees

Objective 1: With the help of strong communications efforts, LBL will encourage partnerships with industry and build the Laboratory's reputation for significant contributions to the national economy and U.S. technological competitiveness.

Strategy 1: Enhance LBL's marketing communications program.

Action 19: Improve external collaborative opportunities between LBL and industry by encouraging and improving divisional understanding of, and participation in, technology outreach efforts.

Timeline: C

Action 20: Support the technology transfer office in increasing lab participation in industry forums and trade shows on a state, national and international scale. Use existing partnership programs to increase personal contact with key industry leaders.

Timeline: C

Action 21: Develop fact sheets, brochures, and other materials about LBL research capabilities for distribution to funding agencies, industry, the DOE, universities, and other constituencies with investment potential in scientific collaborations with business.

Timeline: C

Resource consideration: Increased activity in Strategy 1, especially in Actions 20 and 21, could involve additional workload totaling 2 full-time-equivalent positions.

Strategy 2: Provide LBL researchers with assistance in preparing effective funding proposals for consideration by potential industry partners.

Action 22: Establish a proposal-writing program and/or seminar series to provide editorial and strategic advice to scientists and administrators for producing the most effective and competitive funding proposals (including assistance in presentation and graphics). In conjunction with this activity, greater efforts are encouraged to develop a stronger, more focused set of resources for preparing and advancing proposals.

Timeline: B

Resource consideration: This Action could require up to \$10,000 in training costs.

Objective 2: Effective communications tools and methods targeted at government leaders, policy makers, and federal agencies will present in a timely and influential way LBL's needs and qualities when key decisions on funding and programs are being considered.

Strategy 1: Coordinate LBL strategy in preparing visits, presentations and proposals for consideration in Washington, D.C.

Action 23: Bring together and brief current initiative heads to be effective liaisons to various government agencies as they seek policy support and funding opportunities for LBL initiatives.

Timeline: A

Action 24: Develop an active list of key congressional and federal governmental leaders who will be considered priority targets for LBL communications materials and messages.

Timeline: A

Action 25: In conjunction with the University of California's Washington office, coordinate LBL's Capitol efforts to achieve maximum return from the investment of time and money on behalf of the institution (via multiple visits, media interviews, legislative contacts, etc.).

Timeline: A

Strategy 2: Raise LBL's profile with the government community in Sacramento.

Action 26: Develop an interactive relationship with the University of California's office in Sacramento, monitoring legislation with potential impact on LBL operations and programs.

Timeline: B

Action 27: Target the Sacramento media and key legislative representatives to publicize and promote LBL programs that have a bearing on the State's economy and well-being.

Timeline: B

Objective 3: The Laboratory will be known as a good neighbor in the greater Bay Area community by responding to local needs and maintaining dialogues with key constituents.

Strategy 1: Foster community involvement by employees and management by establishing public communications as an LBL priority and responsibility.

Action 28: Expand, support and promote the LBL Speakers' Bureau, encouraging more LBL representatives to share their work and their ideas with community and civic groups, and publicizing their availability with target organizations.

Timeline: B

Action 29: Establish a "media ambassadors" program of news sources. Identify, train, and support scientists who are experts in their fields of research, so that they can be regular commentators and advisors on local issues and problems. Promote their availability to print and electronic media and to key neighbor constituents.

Timeline: B

Action 30: Consider the development of a time-off or leave policy to encourage and reward volunteer community involvement by LBL employees; compare similar policies at other DOE labs. Formally recognize employee volunteer efforts, through performance reviews and/or through an annual award ceremony.

Timeline: C

Resource consideration: Action 28 might involve added workload totaling 1/4 full-time-equivalent; Action 29 and 30 could add operating costs of up to \$15,000.

Strategy 2: Increase local communities' awareness of the LBL site and establish programs to facilitate their exposure to its people and programs.

Action 31: Plan a 1995 event (an Open House or other Laboratory showcase) that invites the community, families, policy makers and other constituents to the site to experience the breadth of LBL programs and gain a better appreciation for its work.

Timeline: C

Action 32: Expand the LBL Tour Program for targeted off-site groups and establish procedures, guidelines and responsibilities that will meet the increased demands of constituents and divisions.

Timeline: B

Resource consideration: Action 31 will include a separate planning fund request to DAC; Action 32 could involve a workload increase of one full-time-equivalent position.

Strategy 3: Measure the effectiveness of community relations and other communications activities by soliciting public opinion and establishing baseline data against which progress can be gauged.

Action 33: Conduct a benchmark survey, plus follow-up surveys in subsequent years, of awareness and attitudes about LBL with constituents and customers in area communities, and compare the results for application to program planning.

Timeline: C

Resource consideration: Action 33 could involve a cost of up to \$75,000 for consultants.

Objective 4: LBL will enhance its relationships with the Department of Energy and with the University of California, working cooperatively to achieve the respective organizations' communications goals to build public understanding and trust, and contributing to effective contract management.

Strategy 1: Increase interactions with UC's Laboratory Administration Office and develop joint informational outreach efforts to maximize LBL exposure within the University community.

Action 34: Work with the Manager of Communications/Liaison Services in UC's Office of the President on activities, information and materials that will promote LBL's presence as part of unified lab-university partnership.

Timeline: A

Action 35: Report regularly to the LBL community about UC management activities and laboratory collaborations which highlight the benefits of the UC-LBL relationship.

Timeline: A

Strategy 2: Establish regular channels of communication with Department of Energy public affairs officials in Oakland and Washington, to ensure that LBL's messages are reaching important DOE personnel.

Action 36: Develop a periodic report to the DOE compiling LBL research and administration highlights for inclusion in DOE communications that will extend LBL visibility among national government and scientific audiences.

Timeline: B

Action 37: Maintain key DOE public affairs personnel on all media mailing lists, participate in DOE conference calls, and develop a regular contact schedule for updates or in-person visits with the regional DOE public affairs coordinator.

Timeline: A

Resource consideration: Action 36 could involve some new production costs.

Objective 5: LBL will be widely known and respected as an international center for science and education through peer recognition of its research programs and the reputation for its work in the schools.

Strategy 1: Utilize new partnerships and tools to strengthen educational outreach program development and ensure that LBL's local and national constituents appreciate the Laboratory's role in science education.

Action 38: Use the Internet/electronic media to promote active World Wide Web curriculum development by creating and distributing a variety of educational materials highlighting science at LBL.

Timeline: C

Action 39: Develop and maintain a regular schedule of educational outreach tours, working closely with CSEE to develop curriculum for the tours.

Timeline: B

Strategy 2: Broadly disperse information about LBL scientific research and programs to scientists and others who might benefit from collaborations and data sharing.

Action 40: Continue development of the World Wide Web as an essential and effective electronic data distribution system, providing information about LBL on the Internet and promoting its use internally and externally as a central collaborative tool.

Timeline: A

Resource consideration: Action 40 could involve added workload totaling 1/4 full-time equivalent position.

Example measures of success for Goal 2:

- Demonstrated constituency recognition of LBL programs, quality
- Measurable increase in community exposure to LBL and its employees
- Increase in partnerships and collaborations

Goal #3: A Unified Laboratory Community

LBL employees, armed with the motivation, information and training to facilitate communications internally and externally, will serve as ambassadors for the Laboratory. The LBL work environment will be enhanced, and unity encouraged, through effective communications tools and techniques and through the development of stimulating activities and programs for employees.

The challenge: Loyalties at LBL tend to generate within divisions and disciplines rather than from the larger organization. In addition, the Laboratory is not a generally welcoming place to the public. Building the collective self-respect and pride of LBL employees complements the Strategic Plan's commitment to develop and empower its people in the achievement of research objectives. To do so, they must be fully informed in a timely manner, welcomed to the dialogue, and respected for their contributions. An attractive, accessible physical site enhances pride in the workplace.

The primary audiences:

- Current and former employees and students at the Laboratory
- Prospective LBL employees
- Casual visitors to LBL
- Participating guest researchers
- Families

Objective 1: LBL will have positive, two-way communication between management and employees, building an atmosphere of mutual trust and understanding.

Strategy 1: Increase direct interactions between senior management and employees.

Action 41: Hold quarterly town meetings on important lab policies, issues, and changes, broadcasting to remote viewing locations on and off the Hill, in order to encourage understanding and dialogue.

Timeline: B

Action 42: Schedule upper management meetings with division personnel on a regular basis, perhaps within the structure of division staff meetings, and build managers' addresses into monthly New-Employee Welcome lunches (on rotating basis).

Timeline: B

Strategy 2: Provide opportunity for employees to express opinions, ask questions, and remain fully informed about issues and policies.

Action 43: Implement and communicate a process whereby employee questions on laboratory issues and policies will be answered promptly and thoroughly.

Timeline: B

Action 44: Improve communications pathways between employees and Human Resources by developing and publicizing a program of seminars, electronic data exchange, *Currents* forums, etc.

Timeline: C

Action 45: Create mechanisms to directly sample the "pulse" of the Laboratory on various issues through the use of voicemail, FAX, or e-mail (a written "speak-up" model has been suggested). Ensure that the system facilitates the conveyance of employee comments and suggestions to management on subjects of interest or concern.

Timeline: B

Resource consideration: Actions within this strategy, especially Action 43, could involve additional workload of 1 full-time-equivalent position, plus some operating expenses.

Objective 2: The Laboratory population will be fully, effectively and regularly informed about LBL events, activities, and issues.

Strategy 1: Fully develop the electronic communications capabilities of the Laboratory, building toward a single interactive network of information delivery and exchange.

Action 46: Improve and update Laboratory desktop communications so that every employee or work area has at least

minimal e-mail communications as well as the ability to transfer documents; publicize existing facilities and capabilities.

Timeline: D

Action 47: Establish a daily lab-wide event/activity calendar and an electronic bulletin board, both accessible by all LBL employees with computer terminals.

Timeline: C

Action 48: Complete the first phase of a video communications network that will allow regular transmission of live and recorded programming to remote locations on and off the Hill. Transmissions could include town meetings, director's talks, conferences, etc.

Timeline: C

Action 49: Supplement delivery of the Laboratory's weekly employee publication (*LBL Currents*) with electronic distribution, to ensure the most complete coverage and to offer alternative access.

Timeline: A

Resource consideration: Costs in this strategy will be estimated separately by electronic communications division as part of ongoing improvement efforts.

Strategy 2: Develop, improve, and measure the effectiveness of print communications at the Laboratory.

Action 50: Conduct readership surveys of *Currents* and *LBL Research Review* and implement relevant findings in decisions affecting editorial and distribution policy.

Timeline: B

Action 51: Develop a consistent policy for the use of newsletters at LBL, to ensure that redundancy and duplication are minimized and economies realized wherever possible.

Timeline: B

Action 52: Review and evaluate the effectiveness of the printed LBL Telephone Directory, and redesign as necessary to assure its usefulness as a repository of up-to-date, important information.

Timeline: C

Objective 3: LBL will support interactive programs for information exchange and education among LBL employees, families and friends that

will help them understand the breadth, quality and cultural diversity of the Laboratory.

Strategy 1: Raise the level of understanding and appreciation of the LBL science community for the breadth of research found at LBL, and encourage scientific exchanges across divisional lines.

Action 53: Schedule periodic scientific discussions focused upon initiatives and opportunities which encourage interdivisional research collaborations in targeted areas of national need.

Timeline: C

Action 54: Develop, maintain and promote on-line keyword database of scientific capabilities (e.g., who is involved with what research at LBL) to facilitate collaborations among various LBL divisions and programs.

Timeline: C

Action 55: Maintain and make available an easily accessible listing of LBL scientific reports through the Technical and Electronic Information Department.

Timeline: A

Resource consideration: Action 54 will require some staff time to develop program and place on-line.

Strategy 2: Strengthen the knowledge base of the general LBL community about the Laboratory and its activities.

Action 56: Extend the popular general-interest Summer Lecture Series to a year-round activity, in which researchers regularly share the highlights of their work with the LBL population.

Timeline: B

Action 57: Schedule and conduct periodic employee tours of the Hill.

Timeline: B

Action 58: Schedule and promote safety tours of LBL, so employees can become acquainted and comfortable with various safety procedures, escape routes, etc.

Timeline: B

Action 59: Maintain the recently updated New Employee Orientation (NEO) program and encourage Lab employees to participate in NEO activities.

Timeline: A

Action 60: Develop comprehensive resource lists for employees, and make them widely available in the phone directory and through electronic distribution.

Timeline: B

Strategy 3: Encourage and promote a more dynamic social and cultural climate at LBL by offering stimulating programs and an attractive environment.

Action 61: Support, publicize and expand where possible ongoing successful LBL recreational and educational programs, and develop a Special Events Plan. It should include:

- Earth Week
- Cultural Awareness Programs
- The Runaround
- Daughters/Sons to Work Days
- Nature Walks
- The Green Team (a new initiative to promote improving the environment of the lab and surrounding community)

Timeline: C

Action 62: Establish a Community Day at LBL, to include all employees (could be combined with an Open House in 1995; see Goal 2, Objective 3, Strategy 2).

Timeline: C

Action 63: Explore potential interest in staging additional special events for Lab employees and their families, such as Strawberry Canyon Day, Olympic Day, etc.

Timeline: C

Resource consideration: Action 62 will require planning funds (proposal being prepared for DAC); new activities in Action 63 may involve additional operating funds.

Objective 4: LBL will maintain an environment that is attractive, welcoming, and visually consistent throughout the site.

Strategy 1: Establish a laboratory-wide commitment to promoting the essential aesthetics of the LBL site while achieving optimal transportation and circulation systems for employees and guests.

Action 64: Improve LBL signage to simplify traffic and pedestrian flow throughout the site while establishing a consistent and attractive visual identity (should be coordinated with identity development in Goal 1, Objective 2). Establish an ongoing signage policy that includes a sign-making facility offering quick turn-around.

Timeline: C

Action 65: Encourage and promote an architectural policy that reinforces the work already proceeding in the Facilities Department to unify the themes seen in 1) site landscape, 2) building design, 3) safety barriers and rails, and 4) building exteriors.

Timeline: B

Resource consideration: Action 64 implementation and expense will be determined via ongoing sign planning process in facilities department.

Example measures of success for Goal 3:

- **Employee, management satisfaction with vehicles, programs**
- **Measurable improvement in technology, modes of communication**
- **Tangible site improvements**

Appendix A

LABORATORY COMMUNICATIONS TASK FORCE Membership List

Chairman: Michael Chartock, Planning and Communications

Goal Group 1: "Identity"	Goal Group 2: "Partnerships"	Goal Group 3: "Community"
Kristin Balder-Froid, Nuclear Sci.	Ed Burgess, Engineering	Walter Blount, Human Resources
Michael Barnett, Physics	Bruce Davies, Tech. Transfer	Mary Bodvarsson, Public Info.
Reid Edwards, Govt. Relations	Shaun Fennessey, Comm. Rel.	Laura Chen, Facilities
Rick Malaspina, Office of UC Pres.	David Gilbert, Life Sciences	Stu Loken, Info. and Computing
Louise Millard, Technical Info.	Jeff Kahn, Public Information	Fred Lothrop, Reception Center
Pam Patterson, Public Information	David McGraw, Env. Health	Elizabeth Saucier, ALS
Lynn Yarris, Public Information	Rollie Otto, Education Services	Jose Alonso, Accelerator Research
Eric Norman, Nuclear Science	Catherine Pinkas, Human Genome	M.H. Barcellos-Hoff, Life Sciences
	Kam Tung, Environmental Health	
	Michael Wilde, Energy and Env.	
	Nancy Brown, Energy and Env.	

Ex-Officio: Pier Oddone, Deputy Director

Staff: Ron Kolb

Appendix B

Laboratory Communications Task Force Audience/Sender Matrix

Audiences

Senders	DOE	Indus.	Sci- ence	Bay Area	Local	LBL Mgmt	Con- gress	CA Leg.	Fund- ers	Regu- lators	Medi a	Edu- cators	UC	Re- cruits	Other labs	UCB	LBL Staff
Scientists																	
Research Teams																	
Centers																	
Educators					V	E	H	I	C	L	E	S					
Managers (Admin)								o	r								
Director					M	E	S	S	A	G	E	S					
Human Resources																	
Tech transfer																	
EH & S																	

Appendix C

LBL Communications Plan

Summary Matrix

Goal 1: Distinctive Identity and Disibility

Objective 1 -- Frequent, positive LBL exposure in news media, raising lab's public visibility

Strategy	Action
1. Organize coordinated structure to maximize effectiveness, minimize redundancy	<ul style="list-style-type: none">• Coordinate public information, community and government relations, media relations, tech transfer marketing activities• Provide access to key meetings for public affairs manager• Establish lab-wide public information network• Establish annual public information priorities as topical framework for news outreach
2. Develop, promote programs and opportunities to maximize exposure to, effectiveness with, the news media	<ul style="list-style-type: none">• Establish media training program for scientists, managers• Schedule Director, others with editorial boards, media forums• Begin series of "media days" or on-site briefings for reporters• Develop commentaries, op-ed pieces by leadership for placement in major print media• Develop news placement strategy, including coverage and needs analysis

Goal 1 - Distinctive Identity and Visibility (continued)

Objective 2 -- Distinct LBL identity, mission and character reflected in all vehicles

Strategy	Action
1. Develop coordinated visual identity program that reinforces distinctive LBL character	<ul style="list-style-type: none"> • Develop, adopt new logo • Revise, implement graphic standards for consistency, unity • Develop new signage to reinforce identity, sense of place
2. Develop unified family of identity publications, with consistent design and use of common symbols, themes	<ul style="list-style-type: none"> • Produce compelling general-audience publications promoting LBL excellence (Research Highlights, Annual Report, Research Review, etc.) • Establish Publications Coordination Group to share concerns, facilitate application of standards
3. Produce common editorial, visual tools and merchandise to project identity	<ul style="list-style-type: none"> • Create, promote slide and viewgraph presentations • Compile generic videos, photos, images (on-line, on CD-ROMs, etc.) for lab use in presentations • Market LBL merchandise to diverse audiences • Produce, distribute LBL economic impact report

Goal 2: Strong Relationships with Constituencies

Objective 1 -- Build reputation for contributions to economy through partnerships with industry

Strategy	Action
1. Enhance LBL's marketing communications program	<ul style="list-style-type: none"> • Improve divisional external collaborations with business and industry • Increase lab participation in industry forums, trade shows • Develop information materials about research capabilities for distribution to potential business partners
2. Assist LBL researchers in preparing funding proposals and presentations	<ul style="list-style-type: none"> • Establish proposal-writing program, seminars on effective methods of communicating funding needs

Objective 2 -- Timely, influential messages to government leaders, policy makers on LBL needs and qualities

Strategy	Action
1. Coordinate LBL strategy in Washington	<ul style="list-style-type: none"> • Brief initiative heads on policy, funding needs • Develop list of key targets in Congress, federal agencies • Coordinate LBL efforts in Capitol with UC office to maximize effect
2. Raise LBL profile in Sacramento	<ul style="list-style-type: none"> • Develop relationship with UC office, monitor legislation • Target Sacramento media, legislators for message delivery

Objective 3 -- LBL will be known as a good neighbor, responding to local needs and constituents

Strategy	Action
1. Foster community involvement by employees, management	<ul style="list-style-type: none"> • Expand, promote LBL Speakers Bureau internally, externally • Establish "media ambassadors" as news sources; promote scientific experts for commentary, advice • Consider leave policy, reward structure for volunteers

Goal 2 - Strong Relationships with Constituencies (continued)

Objective 3 - LBL known as a good neighbor

Strategy	Action
2. Increase awareness of LBL by local visitors by facilitating exposure to site, programs	<ul style="list-style-type: none"> • Plan 1995 event to showcase LBL (i.e. Open House) • Expand LBL tour program; establish policies for demands
3. Measure community impacts through public opinion analysis	<ul style="list-style-type: none"> • Conduct benchmark awareness/attitude survey of constituents in the community

Objective 4 -- LBL relationships with DOE, UC enhanced, and mutual goals cooperatively achieved

Strategy	Action
1. Increase interactions with UC Lab Administration Office for outreach	<ul style="list-style-type: none"> • Work with Liaison Services to supply LBL data for activities, information and material going to UC, news media audiences • Report on UC management, collaborations to LBL employees
2. Establish regular communication channels with DOE in Oakland, Washington	<ul style="list-style-type: none"> • Develop periodic DOE report of LBL highlights • Maintain DOE public affairs officials on mailing, phone lists, and plan regular visits and updates

Objective 5 -- LBL widely known as center for science excellence, education in the schools

Strategy	Action
1. Assist in strengthening education outreach program, promote with constituents	<ul style="list-style-type: none"> • Use Internet/electronic media to promote World Wide Web curriculum, distribution of science education tools • Develop schedule of educational outreach tours for students, teachers
1. Broadly disperse information about LBL research for scientists, collaborators	<ul style="list-style-type: none"> • Further develop World Wide Web as data distribution system

Goal 3: A Unified LBL Community

Objective 1 -- LBL recognized for positive two-way communications between management, employees

Strategy	Action
1. Increase direct interactions between senior management, employees	<ul style="list-style-type: none"> • Hold quarterly town meetings on critical issues, policies • Schedule senior management visits to division personnel
2. Provide ample opportunity for employees to express opinions, ask questions, remain informed on issues and policies	<ul style="list-style-type: none"> • Identify central contact for answers to employee questions • Improve information flow from Human Resources through seminars, electronic mail, forums, etc. • Measure "pulse" of lab by encouraging comments, suggestions via e-mail, FAX and/or voicemail (pilot program)

Objective 2 -- Lab population is fully, effectively, regularly informed about LBL

Strategy	Action
1. Fully develop electronic communications capabilities of the Laboratory, toward single interactive network	<ul style="list-style-type: none"> • Publicize existing desktop systems, facilities; improve, update systems to ensure minimal e-mail coverage for all • Establish electronic calendar, bulletin board system • Develop initial video network to reach remote lab locations • Supplement <i>Currents</i> publishing with electronic posting
2. Develop and improve print communications capabilities at LBL	<ul style="list-style-type: none"> • Conduct reader surveys for <i>Currents</i>, <i>Research Review</i> • Develop newsletter policy to reduce redundancy • Review and improve printed LBL Telephone Directory (include "yellow pages")

Goal 3 - A Unified LBL Community (continued)

Objective 3 -- Interactive information, recreation, education programs build understanding of LBL

Strategy	Action
1. Provide opportunities for scientific community to share its work, generate understanding among greater LBL	<ul style="list-style-type: none"> • Schedule periodic scientific discussions on opportunities for interdivisional collaborations in areas of national need • Develop, maintain and promote keyword database of scientific capabilities • Compile, distribute list of LBL scientific reports
2. Build knowledge of general LBL community about lab and its activities	<ul style="list-style-type: none"> • Extend Summer Lecture Series to year-round • Schedule laboratory tours for employees • Schedule and promote safety tours for employees • Encourage participation in New Employee Orientation • Compile, share resource lists for employees
3. Encourage and promote dynamic social climate through stimulating programs, attractive environment	<ul style="list-style-type: none"> • Support and expand successful ongoing events; develop Special Events Plan • Establish Community Day (an "Open House" event) • Consider developing new special activities for families (Strawberry Canyon Day, Olympic Day, etc.)

Objective 4 -- LBL maintains an attractive, welcoming, consistent physical site

Strategy	Action
1. Establish lab-wide commitment that promotes site aesthetics for attractiveness and ease of circulation	<ul style="list-style-type: none"> • Improve on-site signage to improve traffic flow, visual aesthetics. • Encourage, promote architectural policy on landscaping, building design, safety barriers, and exteriors

Appendix D

LBL Communications Plan

Summary Action Matrix

Goal 1: Distinctive Identity and Visibility

Strategy	Action	Timeline	Cost	Implementation
1.1 Organize coordinated structure to maximize effectiveness, minimize redundancy	1. Coordinate public information, community and government relations, media relations, tech transfer marketing activities	A		P & C
	2. Provide access to key meetings for public affairs manager	A		Director
	3. Establish lab-wide public information network	B		PID
	4. Establish annual public information priorities as topical framework for news outreach	B		P & C
1.2. Develop, promote programs and opportunities to maximize exposure to, effectiveness with, the news media	5. Establish media training program for scientists, managers	B	*	PID
	6. Schedule Director, others with editorial boards, media forums	C		PID
	7. Begin series of "media days" or on-site briefings for reporters	C	*	PID
	8. Develop commentaries, op-ed pieces by leadership for placement in major print media	C	+ 1 FTE	PID
	9. Develop news placement strategy, including coverage and needs analysis	C	for 5-9	PID

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Strategy	Action	Timeline	Cost	Implementation
2.1. Develop coordinated visual identity program that reinforces distinctive LBL character	10. Develop, adopt new logo	C	*	PID, TEID
	11. Revise, implement graphic standards for consistency, unity	C	*	TEID
	12. Develop new signage to reinforce identity, sense of place	C	*	Facilities
2.2. Develop unified family of identity publications, with consistent design and use of common symbols, themes	13. Produce compelling general-audience publications promoting LBL excellence (Research Highlights, Annual Report, Research Review, etc.)	C		PID
	14. Establish Publications Coordination Group to share concerns, facilitate application of standards	B		PID, TEID
2.3. Produce common editorial, visual tools and merchandise to project identity	15. Create, promote slide and viewgraph presentations	C	*	PID, TEID
	16. Compile generic videos, photos, images (on-line, on CD-ROMs, etc.) for lab use in presentations	C	*	PID, TEID
	17. Market LBL merchandise to diverse audiences	C	*	IGP/HR
	18. Produce, distribute LBL economic impact report	C	*	IGP
			+ 2 FTE for 15-18	

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Goal 2: Strong Relationships with Constituencies

Strategy	Action	Timeline	Cost	Implementation
1.1. Enhance LBL's marketing communications program	19. Improve divisional external collaborations with industry	C		TTO
	20. Increase lab participation in industry forums, trade shows	C	*	TTO
	21. Develop information materials about research capabilities for distribution to potential business partners	C	* + 2 FTE for 20-21	TTO, PID
1.2. Assist LBL researchers in preparing funding proposals and presentations	22. Establish proposal-writing program, seminars on effective methods of communicating funding needs	B	*	HR
2.1. Coordinate LBL strategy in Washington	23. Brief initiative heads on policy, funding needs	A		IGP
	24. Develop list of key targets in Congress, federal agencies	A		IGP
	25. Coordinate LBL efforts in Capitol with UC office to maximize effect	A		IGP
2.2. Raise LBL profile in Sacramento	26. Develop relationship with UC office, monitor legislation	B		IGP
	27. Target Sacramento media, legislators for message delivery	B		IGP

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Strategy	Action	Timeline	Cost	Implementation
3.1. Foster community involvement by employees, management	28. Expand, promote LBL Speakers Bureau internally, externally	B	*	CR
	29. Establish "media ambassadors" as news sources; promote scientific experts for commentary, advice	B	*	PID
	30. Consider leave policy, reward structure for volunteers	C	* .50 FTE for 28,32	HR
3.2. Increase awareness of LBL by local visitors by facilitating exposure to site, programs	31. Plan 1995 event to showcase LBL (i.e. Open House)	C	*	P & C
	32. Expand LBL tour program; establish policies for demands	B	1 FTE	CR
3.3. Measure community impacts through public opinion analysis	33. Conduct benchmark awareness/attitude survey of constituents in the community	C	\$75K	CR, EH&S
4.1. Increase interactions with UC Lab Administration Office for outreach	34. Work with Liaison Services to supply LBL data for activities, information, material going to UC, news media audiences	A		PID
	35. Report on UC management, collaborations to LBL employees	A		PID
4.2. Establish regular communication channels with DOE in Oakland, Washington	36. Develop periodic DOE report of LBL highlights	B	*	PID, IGP
	37. Maintain DOE public affairs officials on mailing, phone lists, and plan regular visits and updates	A		PID

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Strategy	Action	Timeline	Cost	Implementation
5.1. Assist in strengthening education outreach program, promote with constituents	38. Use Internet/electronic media to promote World Wide Web curriculum, distribution of science education tools	C		ICSD, CSEE
	39. Develop schedule of educational outreach tours for students, teachers	B	*	CSEE
5.2. Broadly disperse information about LBL research for scientists, collaborators	40. Further develop World Wide Web as data distribution system	A	* + .25 FTE	ICSD

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Goal 3: A Unified LBL Community

Strategy	Action	Timeline	Cost	Implementation
1.1. Increase direct interactions between senior management, employees	41. Hold quarterly town meetings on critical issues, policies	B		P & C
	42. Schedule senior management visits to division personnel	B		P & C, Division Directors
1.2. Provide ample opportunity for employees to express opinions, ask questions, remain informed on issues and policies	43. Implement, communicate process for answering employee questions	B	1 FTE	HR, P & C
	44. Improve information flow from Human Resources through seminars, electronic mail, forums, etc.	C		HR, P & C
	45. Measure "pulse" of lab by encouraging comments; facilitate conveyance of employee comments, suggestions to management	B	*	HR, P & C
2.1. Fully develop electronic communications capabilities of the Laboratory, toward single interactive network	46. Publicize existing desktop systems; improve, update systems to ensure minimal e-mail coverage for all	D	*	ICSD
	47. Establish electronic calendar, bulletin board system	C	*	ICSD, PID
	48. Develop initial video network to reach remote lab locations	C	*	ICSD
	49. Supplement <i>Currents</i> publishing with electronic posting	A	*	PID

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Strategy	Action	Timeline	Cost	Implementation
2.2. Develop and improve print communications capabilities at LBL	50. Conduct reader surveys for <i>Currents</i> , <i>Research Review</i>	B		PID
	51. Develop newsletter policy to reduce redundancy	B		OPS, PID
	52. Review and improve printed LBL Telephone Directory (include "yellow pages")	C		ICSD

3.1. Provide opportunities for scientific community to share its work, build understanding among greater LBL	53. Schedule periodic scientific discussions on opportunities for interdivisional collaborations in areas of national need	C		Deputy Director
	54. Develop, maintain and promote keyword database of scientific capabilities	C	*	ICSD, IGP
	55. Compile, distribute list of LBL scientific reports	A		TEID
3.2. Build knowledge of general LBL community about lab and its activities	56. Extend Summer Lecture Series to year-round	B		PID
	57. Schedule laboratory tours for employees	B		CR, HR
	58. Schedule and promote safety tours for employees	B		EH&S
	59. Encourage participation in New Employee Orientation	A		HR, CR
3.3. Encourage and promote dynamic social climate through stimulating programs, attractive environment	60. Compile, share resource lists for employees	B		PID, HR
	61. Support and expand successful ongoing events; develop Special Events Plan	C		HR, P & C
	62. Establish Community Day (an "Open House" event)	C	*	P & C
	63. Consider developing new special activities for families (Strawberry Canyon Day, Olympic Day, etc.)	C	*	IGP

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms on page 8 of matrix

Strategy	Action	Timeline	Cost	Implementation
4.1. Establish lab-wide commitment that promotes site aesthetics for attractiveness and ease of circulation	64. Improve on-site signage to improve traffic flow, visual aesthetics.	D	*	Facilities
	65. Encourage, promote architectural policy on landscaping, building design, safety barriers, and exteriors	B		Facilities

*Signifies some increase in cost anticipated in completing action

Timeline code - A: Immediate, ongoing; B: Implementation expected in 3-6 months; C: Implementation expected within a year;

D: Implementation expected within 2 years

Key to Implementation acronyms:

P & C: Planning and Communications
 PID: Public Information Department
 TEID: Technical and Electronic Information Department
 IGP: Industrial and Governmental Partnerships
 HR: Human Resources
 TTO: Technology Transfer Office
 CR: Community Relations
 EH&S: Environmental Health and Safety
 ICSD: Information and Computing Sciences Division
 CSEE: Center for Science and Engineering Education
 OPS: Operations

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LAWRENCE BERKELEY LABORATORY
UNIVERSITY OF CALIFORNIA
TECHNICAL INFORMATION DEPARTMENT
BERKELEY, CALIFORNIA 94720