



# County of Los Alamos

Los Alamos, NM 87544  
www.losalamosnm.us

## Agenda - Final County Council - Special Session

*Rick Reiss, Council Chair; Susan O'Leary, Council Vice Chair;  
James T. Chrobocinski, Steven Girrens, Kristin Henderson,  
David Izraelevitz, and Pete Sheehey, Councilors*

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Tuesday, May 17, 2016

6:00 PM

Fire Station No. 3 - White Rock  
TELEVISED

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1. OPENING/ROLL CALL

2. PUBLIC COMMENT

3. APPROVAL OF AGENDA

4. PRESENTATIONS, PROCLAMATIONS AND RECOGNITIONS

- A. [8240-16](#) Presentation by First Judicial District Attorney Jennifer Padgett

**Presenters:** County Council - Special Session

5. BUSINESS

- A. [7966-16](#) Briefing to Council by Khalil Spencer, Chair of the Transportation Board.

**Presenters:** Khalil Spencer, Chair of the Transportation Board

**Attachments:** [A - FY16 Work Plan.pdf](#)  
[B - Transportation Board Presentation](#)

- B. [7967-16](#) Briefing to Council by John Bliss, Chair of the Environmental Sustainability Board.

**Presenters:** Angelica Gurule, Environmental Services Manager  
and John Bliss

**Attachments:** [A - FY16 Work Plan.pdf](#)  
[B - ESB Presentation.pdf](#)  
[C - Environmental Sustainability Plan.pdf](#)

- C. [8220-16](#) Presentation by New Mexico Association of Counties regarding Current Trends in Local Government Liability

**Presenters:** County Council - Work Session

**6. COUNCIL BUSINESS**

- A.**     [8152-16](#)     Discussion of Independent Audit of County Personnel Policies

**Presenters:**     Susan O'Leary, Council Vice-Chair

**Attachments:**   [A- Independent Audit Recommendation 5-17-2016.pdf](#)

**7. PUBLIC COMMENT****8. ADJOURNMENT**

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact the County Human Resources Division at 662-8040 at least one week prior to the meeting or as soon as possible. Public documents, including the agenda and minutes can be provided in various accessible formats. Please contact the personnel in the Office of the County Administrator at 663-1750 if a summary or other type of accessible format is needed.



# County of Los Alamos

## Staff Report

May 17, 2016

Los Alamos, NM 87544  
www.losalamosnm.us

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**Agenda No.:** A.

**Index (Council Goals):** \* 2016 Council Goal - N/A

**Presenters:** County Council - Special Session

**Legislative File:** 8240-16

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### **Title**

Presentation by First Judicial District Attorney Jennifer Padgett

### **Body**

Ms. Padgett will give a brief presentation to Council on topics of interest to the County.



# County of Los Alamos

## Staff Report

May 17, 2016

Los Alamos, NM 87544  
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**Agenda No.:** A.

**Index (Council Goals):**

**Presenters:** Khalil Spencer, Chair of the Transportation Board

**Legislative File:** 7966-16

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### **Title**

Briefing to Council by Khalil Spencer, Chair of the Transportation Board.

### **Body**

Council leadership has requested that each Board/Commission or Committee Chair make a presentation to the Council once a year focused on what has been completed, their current focus areas, and the challenges or opportunities they see coming in the future .

### **Attachments**

A - FY16 Work Plan

B - Transportation Board Presentation



## **FY16 Work Plan for Los Alamos County Boards and Commissions**

**(Fiscal Year 2016: July 1, 2015 – June 30, 2016)**

**Board and Commission Name:** Transportation Board

**Date prepared:** January 8, 2015      **Date approved by Council:** June 9, 2015

**Prepared by:** Members of the Transportation Board and County Staff.

**This work plan will be accomplished in the following time frame:** July 1, 2015 to June 30, 2016.

**Chairperson:** Randall Ryti - term expires February 28, 2016

**Members and terms:**

- Randall Ryti; term expires February 28, 2016
- Khalil Spencer; term expires February 28, 2015
- Nancy Barnes; term expires February 28, 2015
- Wayne Hardie; term expires February 28, 2016
- Brian O'Neil; term expires February 28, 2016
- James Nesmith; term expires February 28, 2017
- Vacant

**Department Director:** Philo Shelton

**Work plan developed in collaboration with Department Director?** Yes

**Staff Liaison:** Philo Shelton

**Administrative Support provided by:** Louise Romero

**Council Liaison:** James Chrobocinski

**Reviewed by Council Liaison?** Yes

**1.0 Provide a brief Summary of your Board or Commission’s activities over the past twelve months. Please describe your Board or Commission’s accomplishments and identify constraints. List any “lessons learned” and identify the greatest challenges faced by the Board or Commission.**

1. Received public comment, reviewed, or monitored progress of the following issues/projects:
  - a) Reviewed designs for NM 502/Trinity
  - b) Monitored Commercial Air Service
  - c) Reviewed Canyon Rim Trail Pedestrian Bridge Alternatives
  - d) Reviewed Atomic City Transit Plan
  - e) Monitored Western Area Phase 2 Reconstruction
  - f) Monitored Eastern Area Sound Wall Project
  - g) Monitored Central Avenue Improvements Project
  - h) Monitored NM 502 Storm Drain Improvements
  - i) Monitored Trinity Site Development
  - j) Reviewed Handicap Parking Signage and Enforcement
  - k) Reviewed Controls on County Multiuse Paths
  - l) Reviewed Webinar “*When Main Street is a State Highway*”
  - m) Reviewed Presentation on Proposed Bandelier Multi-Use Path
  - n) Reviewed Traffic Signal and Crosswalk Warrants
2. Approved the 2014-2015 Snow & Ice Control Plan

Greatest challenges:

- a) Recruiting new Transportation Board Members to fill vacancies.

**2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: *(Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)***

**2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:**

1. Review and monitor major construction and renovation plans for transportation facilities such as roads, streets, multi-user pathways, sidewalks and trails, airport, and public transit. Host public meetings as requested, and forward any submitted public comment throughout project completion to staff. Identified ongoing and upcoming projects include:
  - a) A-19 development
  - b) NM502 Improvements design/construction
  - c) Implementation of the Transit’s Intelligent Transit System
  - d) 20<sup>th</sup> Street reconstruction
  - e) Road Safety Audit at 20<sup>th</sup> and Trinity
  - f) Design replacement traffic signal at Oppenheimer and Trinity

- g) Extension of Canyon Rim Trail
  - h) Ice Rink Parking Lot Expansion
  - i) Range Road Pedestrian/Bike Safety
  - j) Sherwood Blvd.
  - k) Central Ave. (4<sup>th</sup> to 15<sup>th</sup>) Mill and Overlay
  - l) Pavement Condition Index Plan
  - m) N. San Ildefonso ADA Sidewalk - review design plans and provide comment
  - n) Airport fence replacement design
  - o) Pavement Preservation White Rock & Town Site
  - p) Western Area Phase 3 – monitor progress, accept public comment
2. Review Snow and Ice Control Plan annually and make recommendations before October 15.
  3. Review projects to ensure adherence to current standards and policies to ensure/improve the safety and efficiency of all modes of transportation including the *2005 Bicycle Transportation System Plan* and the *Policy on the Design of Public Streets and Rights-of-Way, (Res. No. 10-32; Nov 2010)*
  4. Host or attend public meetings as requested by Council or staff.

<b>2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.</b>
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1. 2005 Bicycle Transportation System Plan;
2. Policy on the Design of Public Streets and Rights-of-Way, (Res. No. 10-32; Nov 2010)
3. Ten-Year Transit Plan, 2007, Plan update pending;
4. Airport Master Plan, 2013

<b>2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)</b>
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1. Attend 2-3 events a year such as Chamber Fest or Earth Day with a booth or table to provide transportation related information and interact with the public.
2. Consider hosting transportation-related educational opportunities for the general public.

**3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.**

1. Continue working with the Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
2. Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.
3. Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other county Boards/Commissions and propose collaborative work sessions or training.
4. Utilize Legistar to track Transportation Board motions and action items from initiation to completion.
5. Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.

**4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:**

1. Host or attend transportation related meetings as requested by Council or staff to collect public comment and provide recommendations to Council.

**5.0 List the current subcommittees for this Board or Commission.**

1. At this time there are no subcommittees.

**5.1 For subcommittees with members that are not members of the parent board or commission:**

**List the subcommittee members and their terms.**

**Explain how sub- committee members are selected or appointed.**

**Provide a description of each subcommittee's charter or purpose.**

**Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:**

Not applicable.



**Attachment A: Provide a copy of your Board or Commission’s “Purpose” and “Duties and Responsibilities” from Chapter 8 of the County Code:**

ARTICLE XI. Transportation Board

Sec. 2-281. Purpose.

A transportation board is established to advise the county council and make recommendations regarding improvements in traffic conditions and all modes of transportation within the county. (Ord. No. 02-078, § 2, 10-3-2006)

Sec. 8-282. Duties and responsibilities.

The transportation board shall serve in an advisory capacity to the county council and shall have the following functions, responsibilities and duties:

- (1) Review and comment to council on transportation master plans for all modes of transportation;
- (2) For the purpose of collecting public input, review all major county construction and renovation plans for county transportation facilities (such as, but not limited to, roads, streets, bicycle paths, the airport, sidewalks, transit, and trails) with the purpose of ensuring that all modes of transportation (e.g., pedestrian, bicycle, transit, low speed vehicles, and aviation, if appropriate) are adequately treated in such projects;
- (3) Review and provide input to council, no later than October 15, on any recommended changes to the snow and ice control plan;
- (4) Review all traffic and transportation matters submitted to the board by the council; and
- (5) Advise council on ways and means for improving transportation and traffic conditions. For this purpose, when requested by staff or council, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics. (Ord. No. 02-078, § 2, 10-3-2006)

**Attachment B: Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Transportation Board:**

Economic Vitality			Mark all that apply
		<u>Financial Sustainability/Economic Vitality:</u>	
		<ul style="list-style-type: none"> <li>Promote a strong and diverse economic base through support of the current business base, recruiting additional businesses and encouraging new business growth</li> </ul>	
		<ul style="list-style-type: none"> <li>Collaborate with Los Alamos National Laboratory as the area's #1 employer, and support associated spinoff businesses</li> </ul>	
		<ul style="list-style-type: none"> <li>Significantly improve the quantity and quality of retail and tourism business</li> </ul>	
		<ul style="list-style-type: none"> <li>Revitalize and eliminate blight in the downtown areas of Los Alamos and White Rock</li> </ul>	
		<ul style="list-style-type: none"> <li>Manage commercial growth well following an updated, concise, and consistent comprehensive plan</li> </ul>	X
Quality of Life			
		<u>Education:</u>	
		<ul style="list-style-type: none"> <li>Support the objective of Los Alamos Public Schools of ranking in the top 100 public schools of the nation</li> </ul>	
		<ul style="list-style-type: none"> <li>Support the development of quality primary, secondary, career, and life-long educational institutions</li> </ul>	
		<u>Quality Cultural and Recreational Amenities:</u>	
		<ul style="list-style-type: none"> <li>Market and brand Los Alamos as a scenic destination featuring recreation, science, and history</li> </ul>	
		<ul style="list-style-type: none"> <li>Implement a comprehensive recreational and cultural plan that includes a range of amenities that support all segments of the Los Alamos community</li> </ul>	
		<u>Environmental Stewardship:</u>	
		<ul style="list-style-type: none"> <li>Enhance environmental quality and sustainability balancing costs and benefits</li> </ul>	
		<u>Mobility:</u>	
		<ul style="list-style-type: none"> <li>Improve transportation and mobility</li> </ul>	X
		<u>Housing:</u>	
		<ul style="list-style-type: none"> <li>Promote the creation of a variety of housing options for all segments of the Los Alamos community</li> </ul>	
		<ul style="list-style-type: none"> <li>Promote maintenance and enhancement of housing stock quality</li> </ul>	
		<ul style="list-style-type: none"> <li>Support development of affordable workforce housing</li> </ul>	
Quality Governance			
		<u>Operational Excellence:</u>	
		<ul style="list-style-type: none"> <li>Maintain quality essential services and supporting infrastructure</li> </ul>	X
		<ul style="list-style-type: none"> <li>Invest in staff development to create a high performing organization</li> </ul>	
		<u>Communication:</u>	
		<ul style="list-style-type: none"> <li>Create a communication process that provides measurable improvement in citizen trust in government</li> </ul>	X
		<ul style="list-style-type: none"> <li>Improve transparency in policy setting and implementation</li> </ul>	
		<u>Intergovernmental Relations:</u>	
		<ul style="list-style-type: none"> <li>Strengthen coordination and cooperation between County government, LANL, and the regional and national partners.</li> </ul>	X

# Transportation Board Update to County Council

Khalil Spencer, Chair  
May 17, 2016

# Transportation Board Activities

Received public comment, reviewed, or monitored progress of the following issues/projects:

- A. Reviewed designs for NM 502 Trinity
- B. Monitored Commercial Air Service
- C. Reviewed Canyon Rim Trail Pedestrian Bridge Alternatives
- D. Reviewed HAWK Signal and Crosswalk Warrants
- E. Monitored Western Area Phase 3 Reconstruction
- F. Implementation of the Transit's Intelligent Transit System
- G. Monitored 20<sup>th</sup> Reconstruction Project
- H. Ice Rink Parking Lot Expansion
- I. Sherwood Blvd. Improvements Project
- J. Pavement Condition Index Plan
- K. Pavement Preservation White Rock and Town Site

# Transportation Board Activities



*Western Area Phase 3*



*Ice Rink Parking Lot*



# Transportation Board Activities



*20th Street Improvements*



*Sherwood Blvd.*



# Transportation Board Activities



Paving and striping.



# Transportation Board Activities

- K. ACTassist ADA Paratransit Policies and Procedures
- L. Monitor and implement the 5-year Transit Plan



Attachment B



# Transportation Board Activities

## Greatest Challenge:

Recruiting new members to fill  
Board vacancies.



# Special Projects

Review and monitor major construction and renovation plans for transportation facilities such as roads, streets, multi-use pathways, sidewalks and trails, airport, and public transit. Identified ongoing and upcoming projects to include:

- A. A-19 Development
- B. NM502 Improvements design/construction
- C. Road Safety Audit at 20<sup>th</sup> Street and Trinity
- D. Design replacement traffic signal at Oppenheimer and Trinity

# Special Projects (continued)

- E. Extension of Canyon Rim Trail from Smith's Market Place to Los Alamos Medical Center
- F. Range Road Pedestrian/Bike Safety
- G. N. San Ildefonso ADA Sidewalk – review design plans and provide comment



# Special Projects (continued)

- H. N. San Ildefonso ADA Sidewalk – review design plans and provide comments
- I. Airport Fence Replacement Design
- J. Americans with Disabilities Act (ADA) Signage
- K. Citizens' Petition – Urban Bike Path



# Transportation Board Mission

1. Review Snow and Ice Control Plan annually and make recommendations before October 15.
2. Review projects to ensure adherence to current standards and policies to ensure/improve the safety and efficiency of all modes of transportation including the 2005 Bicycle Transportation System Plan and Resolution No. 10-32, the Policy on the Design of Public Streets and Rights-of-Way, (November 2010)
3. Host or attend public meetings as requested by Council or staff

# Goals & Tasks

- Continue working with the Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
- Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.



# Goals & Tasks

- Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other County Boards and Commissions and propose collaborative work sessions or training.





# Goals & Tasks (continued)

- Utilize Legistar to track Transportation Board motions and action items from initiation to completion.
- Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.
- 2016 Bicycle Transportation System Plan.





# Questions?



# County of Los Alamos

## Staff Report

May 17, 2016

Los Alamos, NM 87544  
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**Agenda No.:** B.

**Index (Council Goals):**

**Presenters:** Angelica Gurule, Environmental Services Manager and John Bliss

**Legislative File:** 7967-16

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### **Title**

Briefing to Council by John Bliss, Chair of the Environmental Sustainability Board.

### **Body**

Council leadership has requested that each Board/Commission or Committee Chair make a presentation to the Council once a year focused on what has been completed and what they are currently working on, and what challenges or opportunities they see coming up in the future.

### **Attachments**

- A - FY16 Work Plan
- B - ESB Presentation
- C - Environmental Sustainability Plan



## **FY16 Work Plan for Los Alamos County Boards and Commissions**

**(Fiscal Year 2015: July 1, 2015 – June 30, 2016)**

**Board and Commission Name: Environmental Sustainability Board**

**Date prepared: February 19, 2015 Date approved by Council: 6/9/15  
Prepared by: Angelica V. Gurule**

**This work plan will be accomplished in the following time frame:  
From: July 1, 2015 to June 30, 2016**

**Chairperson: Stephen Boerigter Term: July 31, 2015**

**Members and terms:**

<b>Cliff Shunsheng Han</b>	<b>July 31, 2016</b>
<b>Suzie Havemann</b>	<b>July 31, 2015</b>
<b>Sarah Terrill</b>	<b>July 31, 2016</b>
<b>Donald Machen</b>	<b>July 31, 2015</b>
<b>Sandra West</b>	<b>July 31, 2016</b>
<b>Vacant</b>	<b>July 31, 2016</b>

**Department Director: Philo S. Shelton III**

**Work plan developed in collaboration with Department Director?(Y/N?) Yes**

**Staff Liaison: Angelica Gurule**

**Administrative Support provided by: Public Works Staff**

**Council Liaison: Rick Reiss Reviewed by Council Liaison? Yes**

**1.0 Provide a brief Summary of your Board or Commission’s activities over the past twelve months. Please describe your Board or Commission’s accomplishments and identify constraints. List any “lessons learned” and identify the greatest challenges faced by the Board or Commission.**

Worked on the Environmental Sustainability Plan  
Recycle Fashion Show

Wildlife resistant roll carts  
Second award of the Business Recycler of the Year Science Fair Awards for Sustainability Projects  
Reviewed Environmental Services policies and procedures  
Developed a water wise landscaping brochure  
Performed public outreach at Earth Day and Science Fest  
Supported the Environmental Sustainability Initiative  
Increased commercial recycling accounts through direct business contacts  
Monitor and report effectiveness of wildlife resistant roll carts.

**2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: *(Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)***

**2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:**

- Develop Environmental Sustainability Plan
- Host annual LA Clean Up Day
- Appoint one ESB member to serve on the Future Energy Resources Ad-Hoc Citizens Advisory Committee
  - **Purpose:** In January 2015, the Board of Public Utilities approved the formation of the ad hoc citizens advisory Future Energy Resources (FER) committee. Citizen members were selected in February. The Committee will present its findings to the BPU in July 2015. The charge from the BPU is as follows: the Committee is to examine and recommend a definition of carbon neutrality for the County; study and recommend future renewable energy generation resources; and study and recommend policy toward distributed generation in the committee.
  - **Authorization:** Authorized by the Board of Public Utilities as an advisory committee.
  - **Composition:** 7 representatives total. 2 citizen-at-large representatives, 1 resident-with-solar representative, 1 business community representative, 1 Los Alamos National Laboratory representative, 1 Environmental Sustainability Board representative, and 1 Los Alamos Public Schools representative

**2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.**

Environmental Sustainability Initiative  
Environmental Sustainability Plan. The ESB plan was approved by the ESB in December 2014. The plan is to take it to council no later than December 2015. The Environmental Services Division prepares the NMED Annual Report that is basically an overview of all the waste streams and corresponding weights. For example waste, construction and demolition, electronics, glass, etc. The reports are due February 14<sup>th</sup> of each year.

**2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)**

Develop and implement environmental education and outreach  
Promote energy and water audit awareness  
Monitor new composting program  
Promote and Report effectiveness of wildlife resistant roll carts.  
Evaluate a third bin for expanded recycling  
Research Pay as You Throw  
Conduct Public Hearings regarding a potential Plastic Bag Ban  
Give Business Recycler of the Year award  
Develop Partnerships with organizations such as PEEC, LAPS, and UNM-LA  
Establish public recycling bins on Central Ave.  
Establish more convenient glass recycling  
Develop Utility Bill Information Letters  
Demonstrate solar photovoltaic systems  
Educate about Water Saving Measures:  
    Such as Grey Water, Rain Barrels, xeriscaping  
Explore alternative options for brush and bulk item collection  
Host Recycle Fashion Show

**3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.**

Continue to nurture and strengthen relationship with BPU to support energy and water conservation.  
Partner with parks and recreation board on water conservation.  
Continue outreach to other county boards and commissions regarding environmental sustainability.

**4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:**

Earth Day  
Science Fest  
Recycling workshops or lectures at PEEC and Los Alamos clubs

See section 2.1 above.

**5.0 List the current subcommittees for this Board or Commission.**

None at this time.

**5.1 For subcommittees with members that are not members of the parent board or commission:  
List the subcommittee members and their terms.  
Explain how sub- committee members are selected or appointed.  
Provide a description of each subcommittee's charter or purpose.  
Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:**

**Attachment A: Provide a copy of your Board or Commission's "Purpose" and "Duties and Responsibilities" from Chapter 8 of the County Code:**

- **Sec. 8-231. - Purpose.** The environmental sustainability board is established to serve as the central point of contact for environmental sustainability issues and as an advisory body to the county council on environmental sustainability issues.

(Ord. No. 02-078, § 2, 10-3-2006; Ord. No. 02-094, § 2, 6-10-08)

- **Sec. 8-232. - Membership, terms and qualifications.** The board shall consist of seven members. The members shall serve for staggered two-year terms beginning on August 1 and ending on July 31, except that three members on the initial board shall only serve for one-year terms.

(Ord. No. 02-078, § 2, 10-3-2006; Ord. No. 02-094, § 3, 6-10-08)

- **Sec. 8-233. - Duties and responsibilities.** The environmental sustainability board shall serve in an advisory capacity to the county council and shall have the following functions, responsibilities and duties:

- (1) Gather and provide citizen input to staff and council on ways to improve the county's environmental sustainability and on proposed environmental sustainability policies, programs and services. For this purpose, the board shall gather public input in ways appropriate to the circumstances.
- (2) Recommend ways to involve and educate the community on environmental sustainability issues. Review and comment on public involvement and information plans (PIIPs) related to environmental sustainability projects outside the department of public utilities.
- (3) Review and comment to council on environmental sustainability master plans.
- (4) Review all environmental sustainability related matters submitted to the board by council.
- (5) Coordinate with other boards as appropriate on environmental sustainability activities.

(Ord. No. 02-078, § 2, 10-3-2006; Ord. No. 02-094, § 4, 6-10-08)

**Attachment B: Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Environmental Sustainability Board:**

<b>Strategic Goals:</b>			Mark all that apply
	<b>Economic Vitality</b>		
	<u>Financial Sustainability/Economic Vitality:</u>		
	<ul style="list-style-type: none"> <li>Promote a strong and diverse economic base through support of the current business base, recruiting additional businesses and encouraging new business growth</li> </ul>		
	<ul style="list-style-type: none"> <li>Collaborate with Los Alamos National Laboratory as the area's #1 employer, and support associated spinoff businesses</li> </ul>		X
	<ul style="list-style-type: none"> <li>Significantly improve the quantity and quality of retail and tourism business</li> </ul>		
	<ul style="list-style-type: none"> <li>Revitalize and eliminate blight in the downtown areas of Los Alamos and White Rock</li> </ul>		
	<ul style="list-style-type: none"> <li>Manage commercial growth well following an updated, concise, and consistent comprehensive plan</li> </ul>		
	<b>Quality of Life</b>		
	<u>Education:</u>		
	<ul style="list-style-type: none"> <li>Support the objective of Los Alamos Public Schools of ranking in the top 100 public schools of the nation</li> </ul>		
	<ul style="list-style-type: none"> <li>Support the development of quality primary, secondary, career, and life-long educational institutions</li> </ul>		
	<u>Quality Cultural and Recreational Amenities:</u>		
	<ul style="list-style-type: none"> <li>Market and brand Los Alamos as a scenic destination featuring recreation, science, and history</li> </ul>		
	<ul style="list-style-type: none"> <li>Implement a comprehensive recreational and cultural plan that includes a range of amenities that support all segments of the Los Alamos community</li> </ul>		
	<u>Environmental Stewardship:</u>		
	<ul style="list-style-type: none"> <li>Enhance environmental quality and sustainability balancing costs and benefits</li> </ul>		X
	<u>Mobility:</u>		
	<ul style="list-style-type: none"> <li>Improve transportation and mobility</li> </ul>		
	<u>Housing:</u>		
	<ul style="list-style-type: none"> <li>Promote the creation of a variety of housing options for all segments of the Los Alamos community</li> </ul>		
	<ul style="list-style-type: none"> <li>Promote maintenance and enhancement of housing stock quality</li> </ul>		X
	<ul style="list-style-type: none"> <li>Support development of affordable workforce housing</li> </ul>		
	<b>Quality Governance</b>		
	<u>Operational Excellence:</u>		
	<ul style="list-style-type: none"> <li>Maintain quality essential services and supporting infrastructure</li> </ul>		X
	<ul style="list-style-type: none"> <li>Invest in staff development to create a high performing organization</li> </ul>		
	<u>Communication:</u>		
	<ul style="list-style-type: none"> <li>Create a communication process that provides measurable improvement in citizen trust in government</li> </ul>		
	<ul style="list-style-type: none"> <li>Improve transparency in policy setting and implementation</li> </ul>		
	<u>Intergovernmental Relations:</u>		
	<ul style="list-style-type: none"> <li>Strengthen coordination and cooperation between County government, LANL, and the regional and national partners</li> </ul>		

# Environmental Sustainability Board Update to County Council

John Bliss, Chair  
May 17, 2016



# Purpose

- ▶ The Environmental Sustainability Board provides public input to the County's Environmental Sustainability efforts such as green building, recycling, fuel efficiency, alternative fuels and sustainable development.
- ▶ The ESB serves as an advisory board to County Council for matters involving environmental sustainability.
- ▶ The Environmental Sustainability Board replaced the Solid Waste Advisory Board.
- ▶ Authorization: The County Council adopted Ordinance 02-094 in June 2008 establishing the Environmental Sustainability Board.



# Environmental Sustainability Board Activities

- LA Schools Outreach
  - Science Fair
  - Chamisa Elementary School Recycle Art Show
  - Subcommittee with LAPS
  - Environmental Services Division and LANL to provide educational presentations to school.



# Environmental Sustainability Board Activities

- America Recycle's Day – Recycle Fashion Show



ATTACHMENT B



# Environmental Sustainability Board Activities

- PEEC Earth Day Festival



# Environmental Sustainability Board Activities

- Science Fest
- Chamber Fest
  - 2015 Business Recycler of the Year – Los Alamos Co+Op
- Home Efficiency Expo
- Clean Up Los Alamos Day
  - Sponsored by LA County, LANB and Coca Cola
  - 334 Participants
  - Over 1,220 lbs. trash collected– residential loads are not weighed
  - 208 Resident's utilized the Eco Station or Overlook for free



# Environmental Sustainability Board Presentations

- ▶ Recycling Presentation – Mike Smith of Friedman Recycling



# Environmental Sustainability Board Presentations

- ▶ Municipal Solid Waste to Energy – Oswaldo Galarza
- ▶ Recycle Bank – Diane Doster of Recyclebank
- ▶ First Lego League – Atomic City Phoenix



# Environmental Sustainability Board

## Landfill Closure: Methane Monitoring

### ► Status

- Some monitoring wells still above allowable levels of methane
- Main cause believed to be water entering following destruction caused by 1000y rainfall event in 2013
- FEMA funded project to provide permanent repair just beginning

### ► Landfill methane gas potential

- EPA Landfill Methane Outreach Program
- Not economical at this time





# Environmental Sustainability Board Activities – Waste Sort

Material	Weight	Percentage
Food Waste	880 Lbs.	14%
Yard Debris	720 Lbs.	11.5%
Mixed Recycle	400 Lbs.	6.4%
Glass	400 Lbs.	6.4%
Cardboard	180 Lbs.	2.9%
Trash	3700 Lbs.	58.9%

► Sorted 6,280 Lbs.  
Waste



41% Diversion Opportunities

March 25, 2016

# Special Projects – Brush & Bulk Item Collection Analysis

- ▶ In July 2015, County Council asked ESB to review the program
- ▶ ESB discussions began in September
- ▶ Open Forum conducted
- ▶ ESB members gathered citizen input and data from other communities
  - March 17, 2016, ESB held a public meeting
  - March 30, 2016, ESB Special Meeting to develop proposals
  - April 21, 2016, ESB approved a recommendation for County Council

**Do You Have Thoughts on the Brush & Bulk Item Collection Program?**

**Join the Discussion:**

**Environmental Sustainability Board Meeting:**

March 17th, 5:30 p.m.  
Municipal Building,  
B&C Conference Room,  
Suite 110

**Share your comments in the Open Forum**  
<http://tinyurl.com/h42t3j3>



# Open Forum

## Brush and Bulk Item Collection

- ▶ Objectives:
  - Obtain an indication of support for a curbside organics roll-cart program
  - Obtain suggestions for improvement of the brush and bulk item collection program
- ▶ Opened January 27; Closed March 13
- ▶ 247 attendees; 113 responses



# Open Forum: Results

## Brush and Bulk Item Collection

What modifications do you suggest to improve the brush and bulk item collection program?

	Percent
Collect brush and yard trimmings only	48.7%
Collect large appliances or furniture only	42.5%
Eliminate program	7.1%
Schedule and pay for a pick up as needed	44.2%
Reduce collection frequency	23.0%



# Brush & Bulk Item Collection: # of Participants Per Area

**Brush and Bulk Item Collection # of Participants Per Area**

	Los Alamos								
	Barranca	Denver Steel	North Mesa	Western Area	Walnut/North Comm.	Townsite	Ponderosa	Quemazon	Total
Winter 2015	87	23	54	75	75	29	17	28	388
Spring 2015	148	11	145	62	62	8	22	7	465
Summer 2015	151	13	79	68	56	44	3	11	425
Fall 2015	183	2	34	26	62	92	2	9	410
Total	569	49	312	231	255	173	44	55	1688

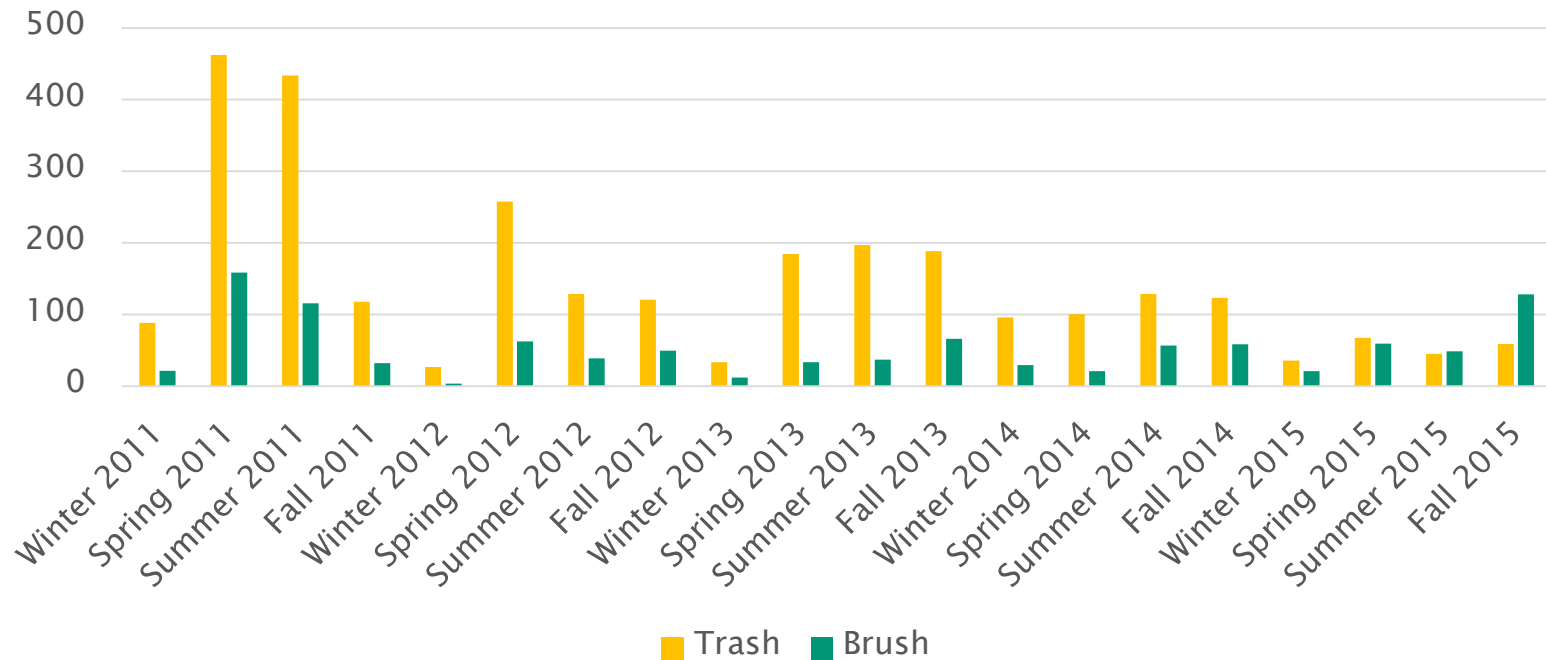
	White Rock			
	Old Town	Pajarito	La Vista	Total
Winter 2015	112	62	31	205
Spring 2015	281	184	72	537
Summer 2015	192	37	10	239
Fall 2015	268	142	70	480
Total	853	425	183	1461

	LA/WR Combined Total Participants
Winter 2015	593
Spring 2015	1002
Summer 2015	664
Fall 2015	890
Total	3149



# 5 Year Experience By Quarter

Brush and Bulk Item Collection Summary  
2011- 2015



# Brush and Bulk Item Collection

## Experience by quarter, 2011 – 2015

	Winter (tons)	Spring (tons)	Summer (tons)	Fall (tons)	Total 2011–15
Bulk Items	56.0	214.6	186.6	121.9	2895
Brush	17.6	67.1	59.6	66.9	1055

Average 4 tons of brush per truck load  
Average 5.2 tons of trash per truck load  
Average 3 homes per trip to Eco Center





# Defined Size Limit 8ft x4ft x4ft



ATTACHMENT B



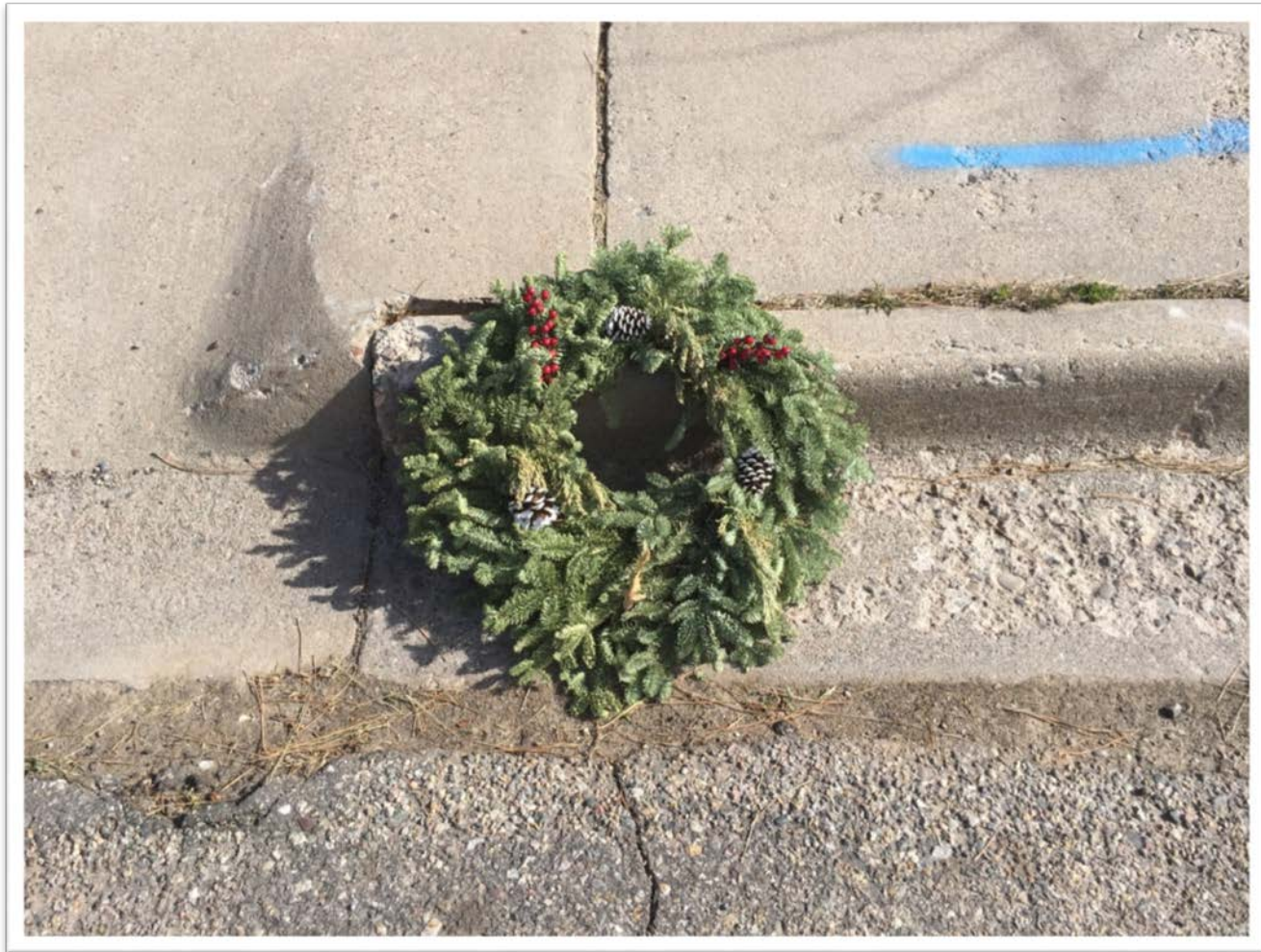
# Organics placed in black bags are NON-COMPOSTABLE



ATTACHMENT B



# Educate Customers About Use of Program



ATTACHMENT B



# Open Forum: Results

## Brush and Bulk Item Collection

- ▶ Would you support a curbside organics roll-cart program?
  - Yes            83.2%
  - No            16.8%





# Feasibility of Organic Yard Trimming Roll Cart

## DRAFT

Residential Curbside Organics Program			
	Initial Investment	Annual	
Roll Carts (6850)	\$ 335,000.00	\$	35,000.00
Side Loader	\$ 295,000.00		
Side Loader Equipment IDC's		\$	43,000.00
Equipment Operator (Collections/Grinding)		\$	50,000.00
Fuel		\$	8,000.00
Education/Outreach/Employee Training		\$	10,000.00
Materials and Supplies		\$	10,000.00
Total	\$ 630,000.00	\$	156,000.00

## Cost Comparison Quarterly vs. Residential Curbside Organics Collection Program

	Quarterly	Organics Roll-Cart	Cost avoided
Annual Costs	\$ 294,370.20	\$ 156,000.00	\$ 138,370.20

## Estimated Cost Avoided

\$62/ton

\$

53,940.00 Brush diversion estimated an additional 870 tons

1,066 tons of brush was composted in 2015



# Brush and Bulk Item Collection: Recommendation Development

- ▶ Key issues
  - Unsightly
  - Safety concerns
  - Contamination of organic yard trimmings
  - Cost
- ▶ Constraints and assumptions
  - Only current resources are available
  - No increased cost/staff
  - Program is popular and community wishes it to continue
  - Cannot succeed as currently designed



# Brush and Bulk Item Collection Recommendation:

- ▶ The bulk trash and brush pick up program be modified to provide a brush pickup two times each year and a bulk trash pickup two times each year in alternating quarters.
  - Collaborate with Code Enforcement
  - Eliminate refrigerator and freezer pickup
  - Provide more information about the program
    - 12 free loads are retained
    - Maximum size of curb-side pickup
    - Pickups may be scheduled for a fee
- ▶ The ESB also recommends that an additional roll cart service for organic yard trimmings be pursued.





# Brush and Bulk Item Collection Recommendation: Benefits

1. Retains both brush and bulk item pickup
2. Reduces contamination of brush and organic yard materials intended for composting
3. Improved efficiency:
  - “one pass” through neighborhoods per quarter
  - Fewer trips to Eco Station during pick ups
  - Will allow timely removal of material at curb side



# Environmental Sustainability Plan

- Background
  - Prepared by previous staff and ESB
  - Presented to Council in 2013
- Update
  - Revised in December 2015
  - Reduced in scope
  - ESB plans to use as a summary of County status
  - ESB annual efforts are stated in annual Council approve work plans



# Challenges / Opportunities

- ▶ Low value of recycled materials
  - Revenue received from recyclable material has disappeared
- ▶ Closure of Rio Rancho Landfill, ~ 4 to 5 years
  - Tip fee and transportation cost will increase
- ▶ Alternate path for waste streams continue to be sought and analyzed
- ▶ LANL Compliance Order on Consent





## **Los Alamos County Environmental Sustainability Plan**

**Updated December 2, 2015**

## Introduction

Appreciation and respect of the natural environment of northern New Mexico has long been a cultural value shared by the residents of Los Alamos County. In 2005, the Los Alamos County Council recognized the public's desire to preserve this environmental amenity through the adoption of "maintain environmental quality" as one of its six core goals.

The County created the Environmental Sustainability Initiative (ESI) in March 2008. This initiative narrowed the County's focus from the broad concept of sustainability to eight focus areas:

- 1) Environmental sustainability policy
- 2) Waste and recycling
- 3) Hydrocarbon independence
- 4) Water
- 5) Land use
- 6) Economic development
- 7) Education and outreach
- 8) Measurement and reporting

Within these eight focus areas, short and long term programs and activities were proposed to enable Los Alamos County to become a more sustainable community. Since then, the County has made significant progress on a variety of short and long term activities identified in the ESI. Policies were passed to ensure sustainability is at the forefront of decisions made now and into the future, and significant infrastructure improvements have occurred, including the formation of the Environmental Sustainability Board. The County has taken actions to educate all of its employees on the importance of sustainability in internal operations with the formation of the County Green Team and County Fleet Team. These teams help ensure that the County government is leading the way in transitioning Los Alamos into a more sustainable community.

In addition, the County Council reinforced the importance of the environment in the 2011 Los Alamos County Strategic Leadership Plan by updating one of the goals to read: "enhance environmental quality and sustainability." Later, at the County Council Workshop on November 16, 2013, County Council asked the Environmental Sustainability Board to consider the definition of environmental sustainability to include the "balance of costs and benefits" in response to the desire to include an evaluation component to the goal. The Environmental Sustainability Board accepted the recommendation. Currently, the 2015 Los Alamos County Strategic Leadership Plan defines the County Council's goal for environmental stewardship as "Enhance environmental quality and sustainability balancing costs and benefits."

*"Enhance environmental  
quality and sustainability  
balancing costs and  
benefits."*

2015 Los Alamos County Strategic Leadership Plan Goal

With environmental sustainability included in the County Council's Leadership Plan, what remains is the roadmap. In many ways, the County took progressive steps toward the goal, and a cohesive, expanded vision and strategy as laid out in this document, is proposed as the next step.



## Definitions

Before laying a framework to work toward the County's environmental stewardship goals, key terms need to be defined as they pertain to the needs of the Los Alamos community. This Environmental Sustainability Plan proposes the following definitions:

***Environmental Stewardship*** refers to management of the environment, with the intent to provide protection or care;

***Environmental Sustainability*** refers to a state in which the demands our community place on the environment can be met without reducing the environment's capacity to support those demands in the future and thereby maintaining the quality of life of the county's residents; and,

***Environmental Quality*** refers to the current state of the natural environment.

The Environmental Sustainability Board used prior plans and County Council's direction to interpret the County's goal, "enhance environmental quality and sustainability balancing costs and benefits," and developed the following vision: "Los Alamos County's approach to Environmental Sustainability is to engage in environmental stewardship to enhance environmental quality by balancing costs and benefits to make decisions that will enable the community to thrive today and well into the future." This vision calls on our county to take action, as environmental stewards, by working toward a set of key measurable goals, developed to enhance environmental quality and the quality of our community.

## Purpose

The Los Alamos County Environmental Sustainability Plan establishes a roadmap for accomplishing the Council's goal to "enhance environmental quality and sustainability." This plan outlines a set of quantifiable goals, referred to as sustainability indicators, chosen after balancing the costs and benefits. In addition, the plan outlines a strategy for tracking progress for each of the sustainability indicators and thus measuring Los Alamos' progress toward reaching the Council's goal. The Environmental Sustainability Plan will be updated every two years in order to track progress, evaluate strategies, and when needed modify or develop new strategies based on data and experience, which is important for attaining the sustainability goals outlined in this document.

## Scope

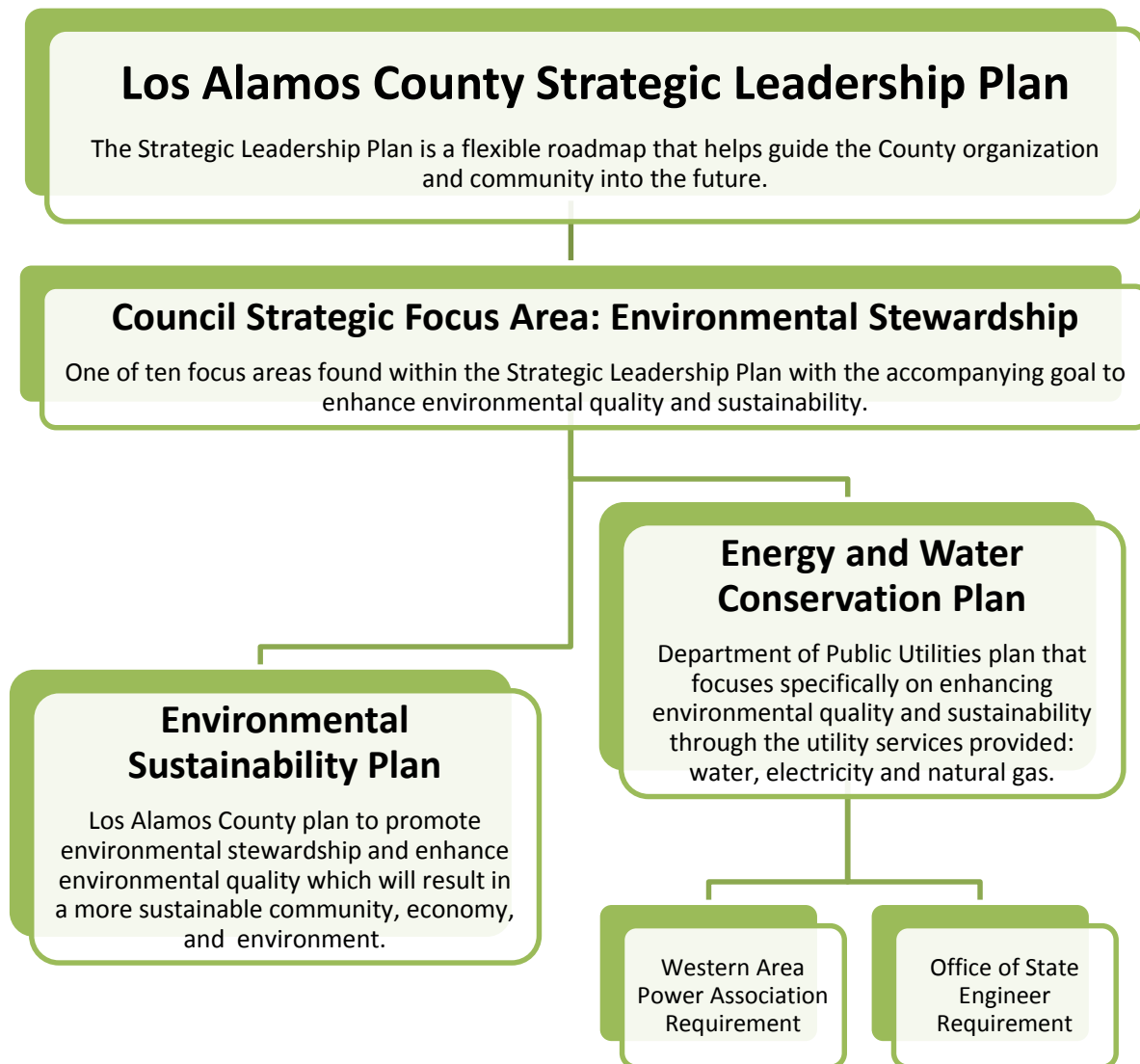
All indicators and goals in this plan apply to the community of Los Alamos County; however, Los Alamos National Laboratory (LANL) energy and water usage is not included in the data reported. The decision to exclude LANL energy and water usage from this plan was based on several reasons:

1. Being a Department of Energy Facility, LANL must follow federal mandates that would supersede any local goal developed in this plan.
2. LANL has their own environmental sustainability plan called "Long-Term Strategy for Environmental Stewardship and Sustainability."

On the other hand, LANL waste generation and diversion numbers are included, since LANL is a major commercial customer for Los Alamos County. Almost all waste generated at LANL, excluding radioactive and other special waste, is disposed at the Los Alamos County Eco Station. The County is also responsible for the collection of solid waste and recycling from a few LANL facilities located throughout the community. Given the amount of integration in terms of waste and recycling services, LANL is included in Los Alamos County commercial customer data.

## Relation to Energy and Water Conservation Plan by Department of Public Utilities

The Los Alamos County Environmental Sustainability Plan is a separate plan from the Los Alamos County Department of Public Utilities Energy and Water Conservation Plan (DPU Plan). The information presented in the DPU Plan is specific to the utility systems operated by the Department of Public Utilities: water, natural gas and electricity. The DPU Plan is a requirement of operating the utility system and it identifies goals for water, natural gas and electricity usage. The goals and baselines used in the DPU Plan are also used in the County's Environmental Sustainability Plan to demonstrate how the County is reducing energy and water usage. The Environmental Sustainability Plan looks beyond the areas of energy and water usage by establishing goals in other areas crucial to creating a more environmentally sustainable community. For a visual representation of how these plans relate see Figure 1.



**Figure 1: Flow chart showing the relationship of the Environmental Sustainability Plan to Council's Strategic Leadership Plan and the Energy and Water Conservation Plan.**

## Sustainability Indicators

The Los Alamos County Sustainability plan includes two distinct categories of sustainability indicators: Community Indicators and Local Government Indicators. These indicators will serve as the County's measuring stick, enabling the County to quantify progress in reaching its sustainability goals. The sustainability indicators incorporated into the Los Alamos County Environmental Sustainability plan are identified in **Table 1** below.

### Sustainability Indicators

#### Community Indicators

1. Community Greenhouse Gas Emissions
2. Public Transit Ridership
3. Municipal Solid Waste (MSW) Recycling Rate
4. Construction & Demolition (C&D) Waste Diversion
5. Effectiveness of Environmental Sustainability Program

#### Local Government Indicators

1. LEED Certified County Facilities
2. County Operations Greenhouse Gas Emissions
3. Energy Usage of County Facilities
4. Water Usage in County

**Table 1: Sustainability indicators for Los Alamos County Community and Local Government.**

Although the sustainability indicators do not cover all aspects of sustainability, they do represent the major focus areas adopted by Los Alamos County Council in the Environmental Sustainability Initiative. This plan represents these focus areas with the least number of indicators possible to enable easier and more effective understanding of County goals, and increase the ease of public education. The following is an analysis of each sustainability indicator via three sections:

- (1) The **goal section** presents the goal that the County is striving to obtain. Goals were selected based upon research on actions being taken by federal, state, and local entities across the country, and input from knowledgeable individuals within the County.
- (2) The **performance section** provides quantitative and qualitative information on how the community is performing in each indicator. Community wide indicators have a baseline year of 2006, based on data availability. The local government indicators have a baseline year of 2010. The local government indicators have a different baseline as a result of the major changes that have occurred since 2006 in the County.
- (3) The **strategy section** provides a brief description of proposed actions that will enable the community to reach the established goal for each indicator.

Sustainability Indicator	Goal	Metric	Performance (2012)
<b>Community Indicators</b>			
1. Community greenhouse gas emissions	Decrease greenhouse gas emissions based on 2006 – 2012 average.	Metric tons of CO <sub>2</sub> e from energy and waste	159,431 metric tons CO <sub>2</sub> e (baseline; average of 2006-2012 emissions)
2. Public transit ridership	Increase annual transit total passenger trips per hour of operation to 25 by 2020.	Total passenger trips per hour of operation	20.59 total passenger trips per hour
3. MSW recycling rate	Meet or surpass EPA MSW recycling rate of 40% by 2020.	% of total waste recycled	22% of waste recycled
4. C&D waste diversion	Achieve 75% diversion of construction and demolition (C&D) materials and debris (waste) by 2020.	% of total C&D waste diverted	64% of C&D waste diverted
5. Effectiveness of environmental sustainability program	Receive an excellent or good rating from at least 75% of respondents in 2020 survey.	% of residents rating program as good or excellent in Los Alamos County Customer Survey	73% respondents ranked as excellent or good
Sustainability Indicator	Goal	Metric	Performance (2012)
<b>Local Government Indicators</b>			
1. LEED certified County facilities	100% of total County facilities over 5,000 sq. feet shall meet or exceed LEED Silver certification.	% of total County facilities over 5,000 sq. feet that are LEED Silver (or higher) certified	40% of total County facilities over 5,000 sq. feet meets at least LEED Silver certification
2. County operations greenhouse gas emissions	Reduce greenhouse gas emissions from County operations by 22% or by 2,662 metric tons below the 2012 levels by 2020.	Metric tons of CO <sub>2</sub> e from energy and vehicle fuel usage	12,100 metric tons of CO <sub>2</sub> e
3. Energy usage of County facilities	Reduce the energy usage of County facilities by 15% per square foot or 8787 million BTU's below 2012 levels by 2020.	Million BTU's of energy, includes electricity and natural gas usage	58,583 million BTU's
4. Water usage in County	Reduce potable water usage in Los Alamos County by 20% or 8,467 thousands of gallons below 2012 levels by 2020.	Thousands of gallons of water used by County	42,337 thousands of gallons of water

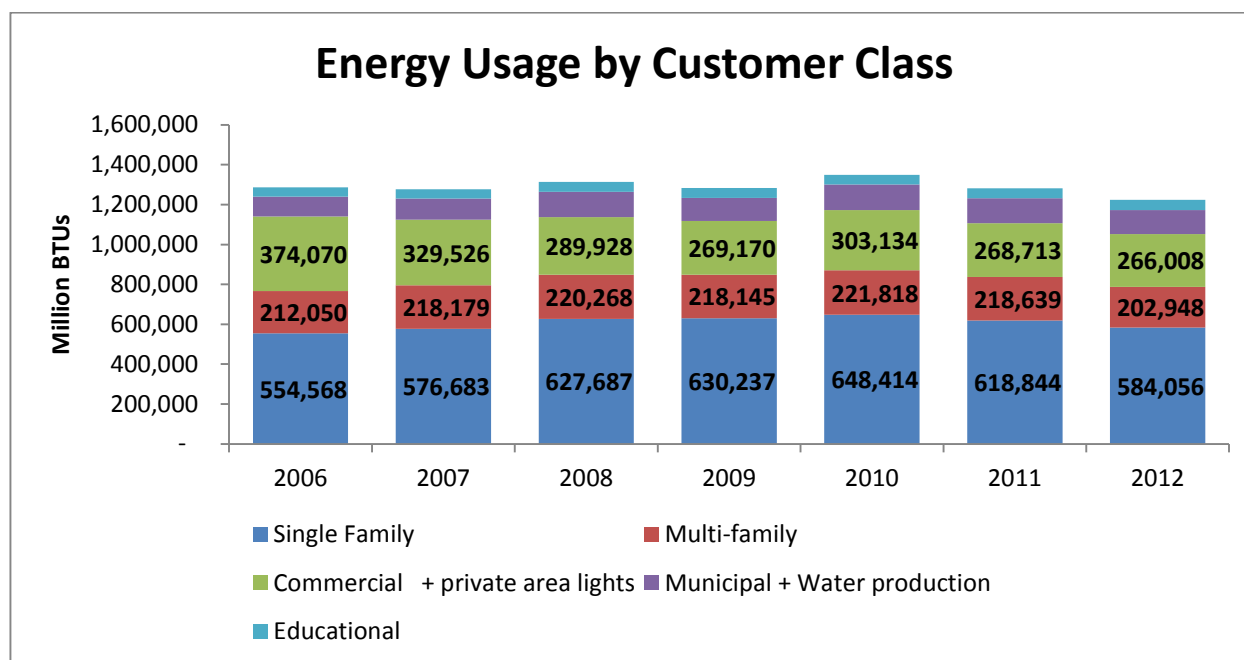
**Table 2: List of sustainability indicators with corresponding goals, metrics and performance**

## Community Indicators

### Community Indicator 1: Community Greenhouse Gas Emissions

**Goal:** Decrease community greenhouse gas emissions based on 2006 – 2012 average.

**Performance:** This measure includes greenhouse gas emissions from electricity usage, natural gas usage and solid waste generation. **Figure 2** shows total energy usage, including electricity and natural gas, for Los Alamos County by customer class for 2006 to 2012. The emissions that resulted from energy usage for the same time period can be found in **Figure 3**. Greenhouse gas emissions from natural gas usage were determined by utilizing World Resource Institute (2008), GHG Protocol tool for stationary combustion, Version 4.0.



**Figure 2: Los Alamos County energy usage which includes natural gas and electricity usage for 2006 – 2012.**

Greenhouse gas emissions from solid waste include the emissions from the disposal of municipal solid waste generated by the community and LANL; this does not include the disposal of any secured waste from LANL. When waste is deposited in the landfill it breaks down over a 20-plus year timeframe and emits greenhouse gases, specifically methane.

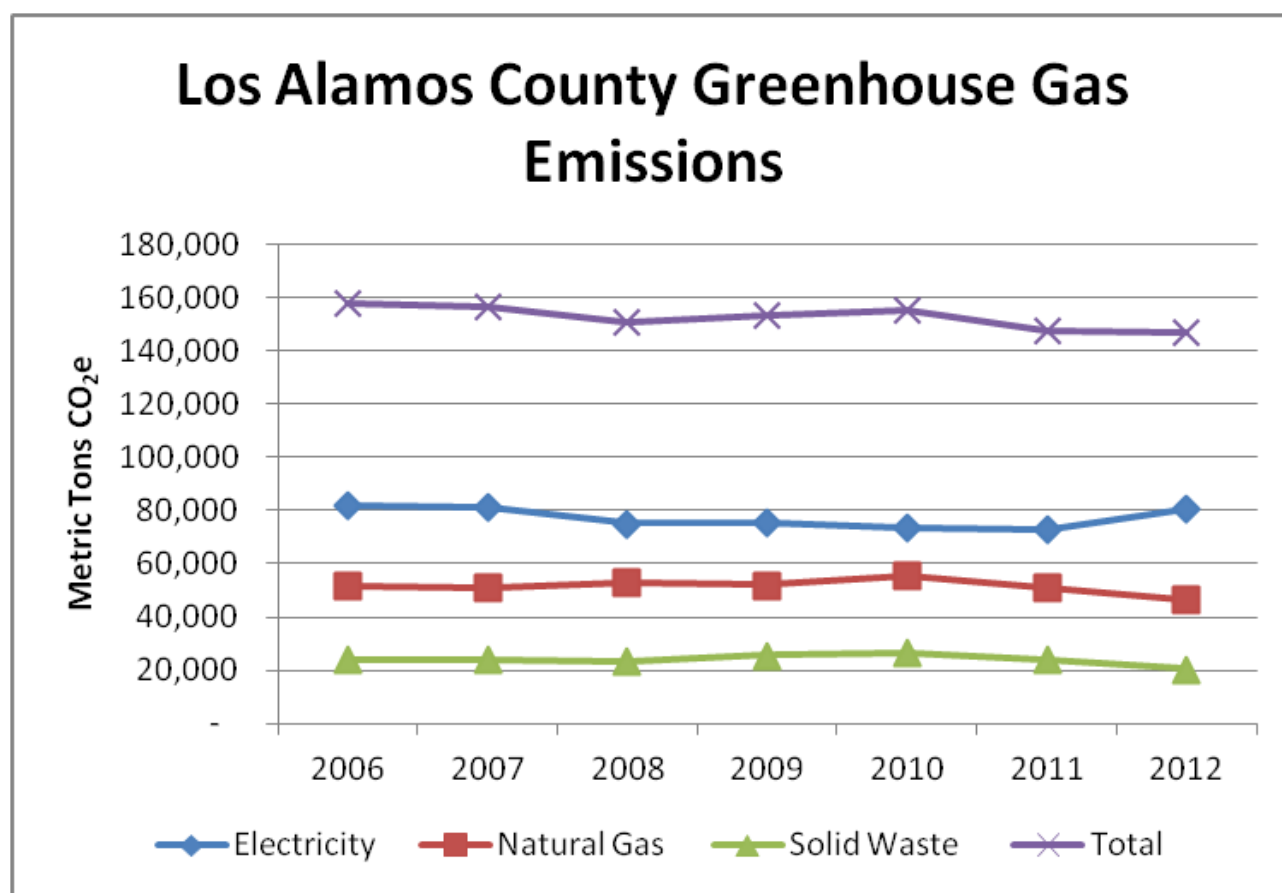
When determining emissions generated from solid waste stored in landfills there are two commonly used methodologies: (1) ongoing emissions estimation and (2) cumulative emissions estimation.

- 1) The ongoing emissions estimations use a first-order decay model to estimate the actual greenhouse gas emissions on an annual basis.
- 2) The cumulative emissions estimation sums the lifetime emissions of waste and assigns it to the year of disposal; therefore, creating one number that summarizes the environmental impact of waste disposal.



This plan utilizes the cumulative emissions estimation methodology. Emissions from solid waste were found using the methodology presented in Chapter SW.4 Community-Generated Waste Sent to Landfills of the ICLEI Community Protocol. The ICLEI is a global network of local governments dedicated to sustainability, resilience, and climate action. Waste from Los Alamos County is currently shipped to landfills in Rio Rancho, NM.

**Figure 3** summarizes Los Alamos County greenhouse gas emissions from electricity usage, natural gas usage and the disposal of solid waste. The seven year average usage is 159,431 metric tons of carbon dioxide equivalents. The County, in conjunction with LANL, has recently undertaken two major renewable energy projects that enable the County to receive electricity without creating harmful greenhouse gas emissions. The first project was the installation of a low-flow turbine at the Abiquiu hydroelectric facility. This turbine generates an additional 6,468 MWH of electricity from a renewable energy source on an annual basis. The other renewable energy project was the installation of a 2 MW solar array on the closed Los Alamos County landfill through a partnership with the Japanese agency NEDO.



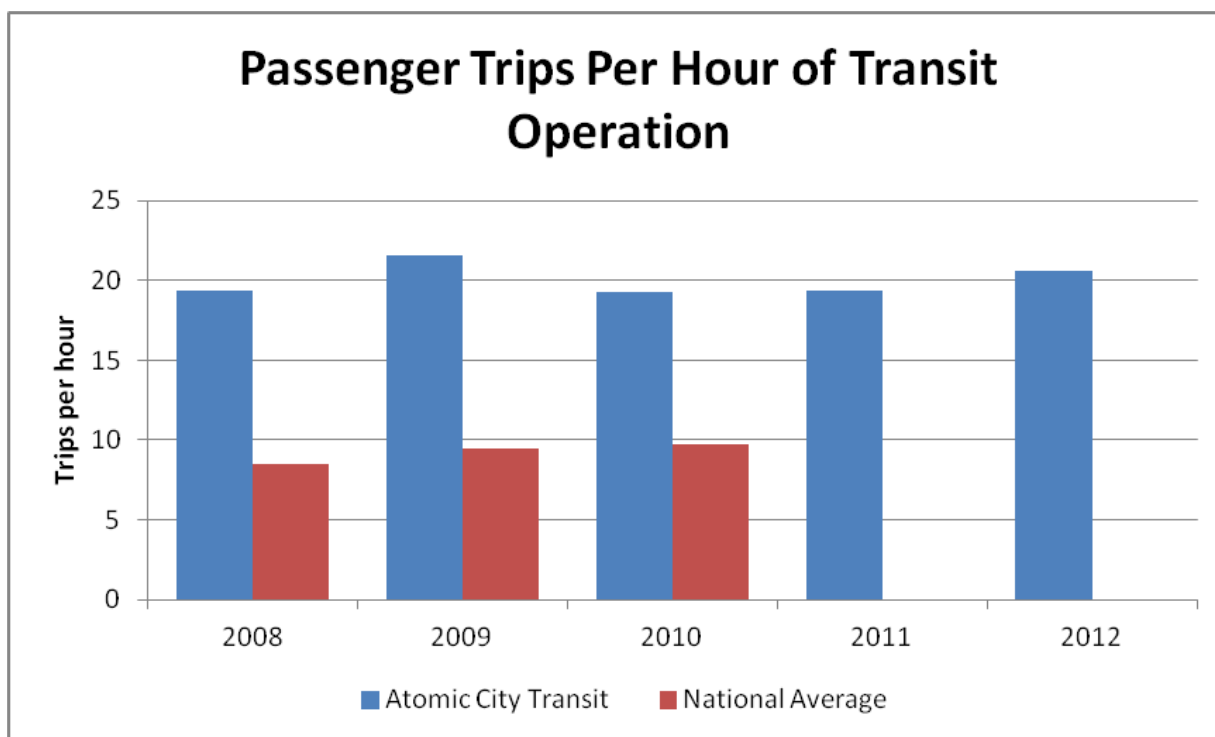
**Figure 3:** Los Alamos greenhouse gas emissions in metric tons of Carbon Dioxide equivalents for 2006 – 2012.

**Strategy:** The strategy for decreasing emissions is inherently tied with reducing solid waste creation along with electricity and natural gas usage. Therefore, the strategies discussed previously for these categories apply here. An additional approach is to continue to shift the power supply from hydrocarbon electricity sources toward renewable energy sources.

## **Community Indicator 2: Public Transit Ridership**

**Goal:** Increase annual transit total trips per hour to 25 by 2020.

**Performance:** Total trips per hour is an industry standard used to measure the efficiency and impact of public transit systems. It is determined by dividing the annual ridership by the hours the buses are on route. Atomic City Transit began service in October 2007 and has seen a steady increase in its use. Ridership has increased 120% from approximately 255,000 riders in 2007-2008 (the first full year of operation) to over 562,000 in 2011-2012. Services have also expanded with the addition of AM/PM peak service in 2008, the addition of Route 2 to serve the Eastern Area neighborhoods and Pajarito Cliffs Site in 2010, and seasonal shuttle service to Bandelier National Monument. Since the first full year of operation, the number of passenger trips per hour of operation has been approximately 20 (Figure 4).



**Figure 4: Atomic City Transit trips per hour compared to the national average. Atomic City Transit ridership includes fixed-route and dial-a-ride services. National average comes from the 2012 Transit Fact Book, Small Urban & Rural Transit Center, 2011 and 2012 data not available.**

**Strategy:** In 2014 the County added services that have reduced the amount of personal vehicle miles travelled. The County also partnered with the National Park Service to provide ongoing shuttle service to Bandelier National Monument, which is provided annually from Memorial Day weekend through the end of October. The County is also focused on increasing rider amenities. New bus shelters have been installed throughout the community, with more planned in the future. Automated vehicle location and analytic software was implemented beginning in 2014 to assist transit users in connecting with transit services, as well as transit management in measuring performance and making adjustments to the service where needed – all of which will help increase the passenger trips per hour sustainability indicator. Technology advancements that had been implemented or are coming online in late 2015 include ACTracker on the Atomic City Transit website, which provides real time transit data, including the locations of buses on their routes and a Trip Planner that enables individuals to plan their own trips using a variety of modes; digital message

displays at major transit stops; MyStop mobile app on both Apple and Android devices; QR Code on bus stop signs, which leads users to the website; and, for those who do not have a smart phone, SMS texting capability at bus stop signs to obtain next-bus information at individual stops. The performance indicator from July 1, 2014, through June 30, 2015, is 18.09 passenger trips per hour. Although this is a decrease since 2012 reaching double-digits in passenger trips per hour is considered to be a successful ridership program in the transit industry. The other important factors that can be correlated to this decrease in ridership are lower fuel prices and thus an increase in use of personal vehicles. A comprehensive transit study and five-year plan was completed by an outside contractor and approved by the County Council early in 2015. The plan made recommendations for route and schedule adjustments, as well as vehicle requirements for the service, which will lead to improved performance upon implementation of the plan in early 2016.

### **Community Indicator 3: MSW Recycling Rate**

**Goal:** Meet or surpass EPA Recycling Rate of 40% by 2020.

**Performance:** The Los Alamos County Eco Station handles all waste and recycling functions for the community of Los Alamos and captures the majority of routine and non-routine solid waste and recycling from Los Alamos National Laboratory. In 2012 Los Alamos County recycled 17% of all municipal solid waste received. Since 2012 the County has taken action to increase recycling and waste diversion. In 2014 the County expanded the mixed recycle program to include plastics #1 through plastic #7, instead of only plastics #1 and #2. In 2014, the recycle rate was reported to NMED as 21%. The expansion of the mixed recycle program is expected to have a significant impact as now there are more opportunities to recycle plastic products. The County recycle rate is still significantly below the national average recycling rate of 33%.

To determine the recycle rate, the following categories of recycle material are included: residential curbside recycling, commercial recycling, Los Alamos National Laboratory recycling, recycling at the Sullivan Field and Overlook Park convenience centers and recycle received at the Eco Station. The scope of materials included in the standard Municipal Solid Waste (MSW) recycle rate include: routine solid waste, food scraps, glass containers, lead-acid batteries, aluminum/tin/steel cans, other ferrous metals, consumer electronics, household hazardous waste, light bulbs, brush and wood pallets, tires, paper products, plastics #1 through #7, and oil. This measurement does not include Waste Water Treatment Plant (WWTP) sludge, asphalt, concrete, clean dirt, or construction and demolition debris.

**Strategy:** In order to effectively increase the recycling rate in Los Alamos County it is important to have an understanding of the waste stream. A waste audit should be implemented to better understand the composition of the waste stream and to identify the materials that make up a large percentage of the waste stream that can help direct effective recycling strategies. **Figure 5** is a breakdown of the U.S. waste stream for 2010. More than half of the waste typically generated falls into the categories of paper, food scraps, and yard trimmings; making these materials important areas to focus recycling efforts. Other strategies is to explore incentive based programs such as RecycleBank as well as continue educating the public regarding recycling and reuse.



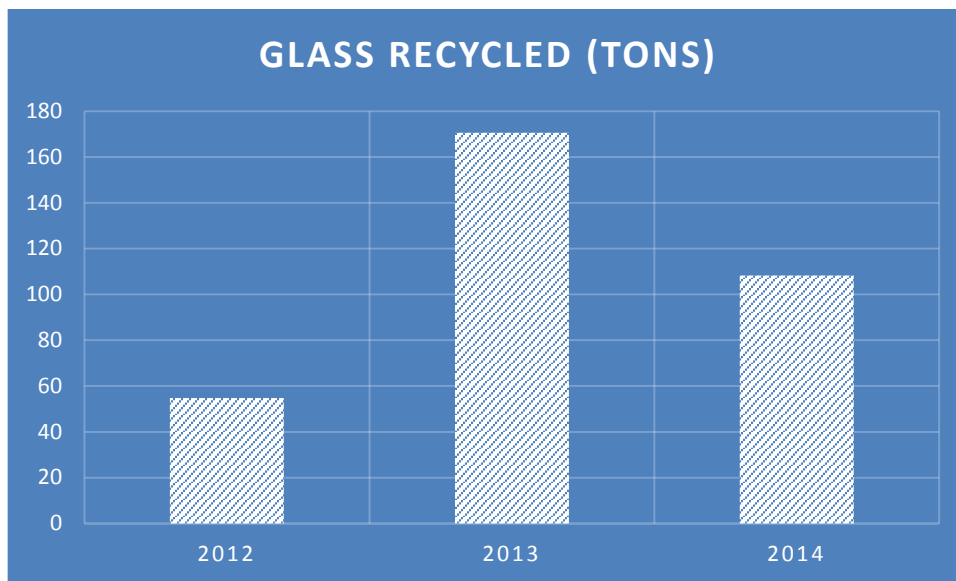
**Figure 5: Total U.S. MSW generation by material, 2010.**  
Data from U.S. EPA 2010 Waste Characterization Study.

The reestablishment of a composting program in Los Alamos County has recently enabled the County to better capture green waste (brush, yard trimmings). In 2013 the County implemented a fully functioning windrow composting facility in Bayo Canyon at the site of the old wastewater treatment plant.

The windrow composting facility has the potential to provide opportunities to expand beyond the green waste composting program and accept food waste which will keep more materials out of the landfill and decrease greenhouse gas emissions. The County will investigate the addition of food waste to the composting stream to ensure food waste can be added without negatively affecting the quality of the finished compost product and/or cause operational problems. A feasibility study is to be conducted and finalized in 2017. A food waste composting program could also accept soiled paper, which is not currently being recycled.

The County also worked to increase local business participation in the recycling program. An analysis was performed, identifying a handful of businesses that were estimated to generate a decent amount of recyclables who were not recycling due to cost. In response, the County decreased the commercial recycling rates to incentivize more commercial recycling. Outreach and education to businesses informing them about these adjusted rates and the benefits of recycling will continue.

The new County glass drop-off recycling that started in late September 2012 has certainly helped increase the recycling rate in Los Alamos County. Initially, the new glass recycle program was anticipated to divert 100 plus tons of glass from the waste stream on an annual basis. The glass is crushed and then given away for free for use by residents or non-residents in landscaping and other projects. The County will also use the crushed glass in a variety of different projects. In the first year, the County recycled 54.81 tons of glass, in 2013, there was a dramatic increase to 170.64 tons of glass recycling. In 2014, the County recycled 108.31 tons of glass.



The public was asked to prioritize other possible strategies to reach the goal of a 40% recycling rate by 2020. Input was collected during two public meetings and through an online survey. **Table 3** shows the results.

Rating	Recommended Strategy	Total Score
1	Increase materials accepted in curbside mixed recycling	100
2	County reuse center	96
3	Pay-As-You-Throw (PAYT)	72
4	Curbside organic waste collection	71
5	Mandatory commercial recycling	70
6	Commercial glass recycling pickup	64
7	Landfill ban	19

**Table 3: Results of prioritization exercise in which public was asked to rank their three favorite strategies to reach recycling goal.**

The County recently pursued the strategies ranked #1 and #2. A new Material Recycling Facility was constructed in Albuquerque that accepts more materials including #3-#7 plastics and paperboard. The County currently expanded the list of materials accepted in curbside mixed recycling including plastics #1-#7, aluminum and tin cans, and mixed paper products. The County also opened a reuse center located at the Eco Station. The reuse center accepts all gently used items and is another opportunity to divert waste from the landfill. Residents can place items for reuse such as tires, old sewing fabric, dishes and furniture. Other residents can collect items from the reuse area free of charge.

Recommendation #3 has been reviewed briefly by the ESB and requires more research and analysis as well as public comment. A PAYT program charges variable rates dependent upon the amount of waste generated by each customer, thereby financially incentivizing waste reduction. PAYT programs have been successfully adopted in cities across the country and around the world and are found to be a very effective means of increasing waste diversion. The cities who have adopted the PAYT strategy have realized a 50% waste reduction. The Environmental Services Division and the Environmental Sustainability Board (ESB) are currently analyzing the option of switching to a PAYT system. The County and ESB will utilize the results of the prioritization exercise in future program planning and development.



#### **Community Indicator 4: Construction & Demolition Waste Diversion**

**Goal:** Achieve 75% diversion of construction and demolition (C&D) materials and debris by 2020.

**Performance:** Los Alamos County Eco Station receives the majority of the construction and demolition materials generated throughout the County and within the LANL complex. In 2012, the County diverted 64% of construction and demolition materials from the landfill. The concrete and asphalt were crushed and reused in a variety of construction projects including pavement of roads and streets projects. To calculate the C&D waste diversion rate the following materials are included: C&D debris, asphalt, concrete, shingles, gypsum (drywall), and carpet.

**Strategy:** The County will evaluate the current marketing approach to target construction contractors to expand the customer base and increase all opportunities to capture C&D materials at the County Eco Station. The County Council approved a rate change that became effective August 1, 2015. The rate change will decrease the deposit required from Contractor's who rent roll-off service from \$1000 to \$650 if the contractor has twelve on time previous payments. This initiative should make the County's commercial roll-off program to become more competitive with neighboring markets. As a result of marketing and financial incentives, the customer base and C&D diversion rate is expected to increase and bring the County closer to achieving a 75% C&D diversion rate.

#### **Community Indicator 5: Effectiveness of Environmental Sustainability Program**

**Goals:** Receive an excellent or good rating from at least 75% of respondents in 2020 survey.

**Performance:** Performance for this measure is based on responses to the following statement in the community survey conducted every other year: Effectiveness of County environmental sustainability program. 4 shows citizen responses to the statement in the 2010 and 2012 survey.

Do you feel the quality of each item is:	2010		2012	
	Count n = 238	%	Count n = 259	%
Excellent	39	16.4%	31	12.0%
Good	120	50.4%	157	61.0%
Fair	58	24.4%	57	22.0%
Poor	21	8.8%	13	5.0%

Table 4: Responses from 2010 and 2012 community survey question regarding the effectiveness of the environmental sustainability program

Close to half of the respondents were unable to rate the environmental sustainability program due to their unfamiliarity with the program. These results clearly show that much more public outreach and education need to occur on this initiative. However, this table only included the responses of individuals who were familiar with the environmental sustainability program. In 2012, there was an increase in the number of individuals who provided an excellent or good rating.

**Strategy:** County staff will continue to work collaboratively with community groups to increase awareness and citizen education in terms of sustainability. Over the past several years the County has had great success partnering with community groups to develop new programs and increase the effectiveness of existing programs. The work of county government teams focused on the topic of sustainability will also assist greatly in increasing awareness internally, and

generating more educated employees who can interact with the community. The publication and annual updates to this document and the Department of Public Utility's Energy and Water Conservation Plan will be integral in raising citizen awareness and participation in the community sustainability programs.

## Los Alamos County Local Government Indicators

Due to many recent changes to county facilities it was determined that in order to accurately set local government goals 2011 should be used as the baseline year for facilities-related indicators. For non-facility related measures 2006 is utilized as the baseline.

### Local Government Indicator 1: LEED Certified County Facilities

**Goal:** 100 percent of new County facilities over 5,000 sq. feet will meet or exceed LEED Silver certification.

**Performance:** LEED (Leadership in Energy and Environmental Design), is an internationally recognized green building certification system developed by the US Green Building Council. With the completion of the Judicial Complex and Pajarito Cliffs Site in 2010, approximately 40% of the total square footage of County facilities was at least LEED Silver Certified. The Pajarito Cliffs Site was awarded LEED Gold and the County will continue to strive towards Gold when cost effective. In six years, the County increased the percentage of total building square footage that is LEED certified from 0 to 40%.

**Strategy:** All new County buildings over 5,000 square feet will meet or exceed the LEED Silver building standards adopted by the County Council. As old buildings are replaced, LEED Silver certified or better facilities will take their place.

### Local Government Indicator 2: County Operations Greenhouse Gas Emissions

**Goal:** Reduce greenhouse gas emissions from County operations by 22% below 2011 levels by 2020.

**Performance:** This measure includes emissions from fuel usage in County vehicles, and electricity and natural gas use in County operations, **Table 5**. One common measure that was not included is emissions from waste due to the fact that there is no accurate way to ascertain County government waste from total County waste figures.

		Electricity (MWH)	Natural Gas (MMBTU)	Gasoline (Gallons)	Diesel (Gallons)	Total Emissions
2011	Usage	10,084	36,501	163,762	141,594	10,945
	Emissions (Metric Tons)	5,899	2,166	1,443	1,437	
2012	Usage	11,014	37,581	183,378	167,164	12,426
	Emissions (Metric Tons)	6,881	2,233	1,616	1,697	

Table 5: County electricity, natural gas and vehicle usage and the resulting greenhouse gas emissions for 2011.

Through the formation of the Green Team, the County has created a centralized body to work on developing policies and implementing specific sustainability initiatives to reduce energy and fuel usage. The team is comprised of County employees from a wide range of County departments and divisions tasked with creating a more sustainable County government. This team has also spawned a new team focused specifically on greening the County fleet. This internal team, combined with ideas and support provided by the Environmental Sustainability Board will ensure that the sustainability efforts of the county continue to move forward.

**Strategy:** While buildings play a significant role in energy usage, they also play a significant role in greenhouse gas emissions. Therefore, when focusing on reducing emissions, the County must utilize the strategies mentioned in the previous section focused on the energy intensity of facilities. Another approach the County is pursuing is the installation of on-site renewable energy systems at County facilities. On-site renewable energy systems generate electricity from a renewable source such as sun or wind, and result in no greenhouse gas emissions. These sources can be used in place of carbon intensive electricity that results in high levels of greenhouse gas emissions. On-site renewables in the form of solar thermal panels to generate hot water are currently being installed at the new Justice Center and Animal Shelter, and are already in use at the Eco Station.

### **Local Government Indicator 3: Energy Usage of County Facilities**

**Goal:** Reduce the energy usage of County facilities 15% per square foot below 2011 levels by 2020.

**Performance:** Energy usage is a measure of the total annual amount of purchased energy used in County facilities; this includes natural gas and electricity. In 2012, County facilities utilized a total of 66,515 million BTU's of energy; 46% from electricity and 54% from natural gas. This was a 6% increase from the 62,790 million BTU's of energy used in 2011.

One policy that will continue to greatly assist in minimizing emissions resulting from energy usage is the County Green Building Policy. This policy reduces energy usage by ensuring that all new County facilities are built in a way that maximizes energy efficiency and promotes alternative transportation. The County also performed building assessments and energy audits on all county facilities expected to be in operation into the foreseeable future. These audits identified approximately 50 potential modifications and energy management changes that have a simple payback of less than ten years. Implementing these changes will greatly reduce building energy usage and save the County money.

**Strategy:** The County must ensure that the Green Building Policy continues to be implemented, thereby ensuring new facilities are energy efficient. In terms of existing facilities, the County needs to enact the energy saving measures identified in the recent energy audits. These energy saving measures may come with a high upfront cost, but all identified measures will pay themselves off within ten years and result in more efficient and greener County infrastructure. The implementation of these energy savings measures in conjunction with the building assessment strategy used by the County will ensure existing facilities are performing efficiently.

Creating energy efficient facilities is only part of the solution since it is the behavior of building occupants that leads to a significant portion of energy usage in County facilities. Therefore, the County will continue to educate its employees in order to reduce inefficient behaviors, such as reminding County employees to turn off their computers at the end of the work day in order to help save electricity and money. The amount of education and information disseminated to County employees will increase, spearheaded by the Green Team. Changing wasteful and inefficient behaviors such as leaving the light or computer on when not in the office, or using a space heater during the cooler months, can have a noticeable impact on energy usage, and can also help develop behaviors in employees that will save them energy and money at home.

#### **Local Government Indicator 4: Water Usage by County**

**Goal:** Reduce potable water usage in Los Alamos County by 20% below 2012 levels by 2020.

**Performance:** In 2012, 42,337 thousands of gallons of potable water were used for irrigation of County parks and other green space. This was a 16% reduction from 2011. The Parks Division is currently taking proactive measures to help minimize the water needs per acre of grass. Frequently aerating grassy areas and planting grass species best fit for the local environment ensure that a beautiful landscape is created while minimizing water use.

**Strategy:** Reduce the amount of water used by indoor water fixtures and for irrigation through the installation of timers and evapo-transpiration sensors, and expand the availability of an effluent water supply system that will increase the acreage that can be irrigated with effluent water. Reducing water use will require a thorough facility water audits and irrigation audits in order to identify potential areas to be converted from high water use to low water use without negatively affecting community usage of facilities and/or significantly increasing labor requirements.

#### **Plan Update Process**

A report will be published every two years collaboratively by the Environmental Services Division and Environmental Sustainability Board, updating the County's progress towards the established goals. The report will contain updates on the sustainability indicators, provide information on accomplishments and cite any necessary adjustments to strategy as a result of unsatisfactory performance. The Los Alamos County Environmental Sustainability Plan is meant to be a very dynamic document allowing for the addition of new goals or significant changes to current goals. Critical analysis of goals and strategies on a biennial basis by the Environmental Services Division and Environmental Sustainability Board will ensure that issues of environmental sustainability are continually at the forefront of importance in Los Alamos County, guiding the community toward a brighter future.



# County of Los Alamos

## Staff Report

May 17, 2016

Los Alamos, NM 87544  
www.losalamosnm.us

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**Agenda No.:** C.

**Index (Council Goals):**

**Presenters:** County Council - Work Session

**Legislative File:** 8220-16

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### **Title**

Presentation by New Mexico Association of Counties regarding Current Trends in Local Government Liability

### **Body**

At the most recent NMAC Legislative Conference, a focal point of many presentations and meetings was the issue of liability for County Detention Centers. During these meetings, the topics of appropriate personnel policies, the effect of existing state laws, and the ultimate impact of personnel actions upon individual counties as well as the NMAC insurance pool were discussed. In light of recent questions regarding Los Alamos County lawsuit settlements, Steve Kopelman (NMAC Executive Director) and Grace Philips (NMAC General Counsel) will present information regarding general trends in local government liability from the perspective of an insurer of Local Governments. Please note that Los Alamos County is a member of NMAC, however LAC is insured through the NM Self-Insurer's Fund, which is a division of the New Mexico Municipal League.



# County of Los Alamos

## Staff Report

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**Agenda No.:** A.

**Index (Council Goals):**

**Presenters:** Susan O'Leary, Council Vice-Chair

**Legislative File:** 8152-16

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### **Title**

Discussion of Independent Audit of County Personnel Policies

### **Body**

Councilor O'Leary requested that this item be added to the agenda for council consideration. See the attachment for more information.

### **..Attachment**

A - Independent Audit Recommendations 05-17-2016



May 12, 2016

TO: Los Alamos County Councilors  
FROM: Los Alamos Council Vice Chair Susan O'Leary  
RE: Independent Personnel Audit

Los Alamos County has been sued a number of times by its employees in the recent past; with a number of cases settled by the County's insurance carrier.

A single personnel-related lawsuit will have a negative impact on any organization; numerous personnel-related lawsuits in a relatively short time period suggests there could be issues with the County's personnel system and in particular its policies and/or the adherence of personnel policies.

This issue is worthy of the Council's consideration. From a financial standpoint, the lawsuits have resulted in a significant waste of taxpayer dollars. The time spent by County staff to respond to the lawsuits has been time consuming and expensive. The lawsuits have been a drain on the morale of other County employees. The settled cases have resulted in large payments paid by the County's insurance carrier.

From a public trust standpoint, the lawsuits have had a negative impact. Because of the often sensitive nature of the personnel-related information involved in these lawsuits, the County has shared very little information with the public. With a lack of credible information from the County, citizens are left to wonder why the County is being repeatedly sued; and why the County's insurance carrier is repeatedly paying out large settlements. These lawsuits have resulted in decreased trust in government among some citizens.

From a basic moral standpoint, the negative actions that resulted in many of these cases were completely inconsistent with the values shared by the Los Alamos community – values that include treating others with respect and encouraging diversity in the workplace. Many of the people who sued the County have been personally damaged in significant ways as a result of their experiences. Regardless of their settlement, the specific actions that resulted in their taking legal action against the County are unacceptable to many citizens.

Clearly, no one is happy that employees have been suing the County. At this time, the County Council can either take proactive measures to ensure that the County's personnel system is not contributing to situations that result in lawsuits; or it can choose to do nothing on the assumption that current policies and practices are appropriate and there is no need for review and possible improvement because the current personnel system did not contribute in any way to these negative experiences and outcomes.

I recommend that the County Council take the proactive measure of commissioning an independent audit of the County's personnel policies and the implementation of those policies. I believe that this is necessary action in order to validate the management effectiveness of the County's personnel system; to ensure that the County's personnel system operates in a way that is consistent with our community values; and to minimize future lawsuits.

Conducting policy, management effectiveness, and financial audits is common in government as well as in the private sector. It's an important oversight tool that's used to demonstrate to citizens that tax dollars are being spent appropriately; and that government entities are being managed and operated in ways that are consistent with the requirements of law and community values.

In the Federal Government, both the Executive Branch and the Legislative Branch have specific officials to perform these kinds of audits on an ongoing basis. Each federal agency, board or commission has an Inspector General, and Congress operates the Government Accountability Office as its auditing arm. Each of these entities provide policy, management effectiveness, and financial oversight of federal government organizations and programs.

The State of New Mexico has an elected State Auditor. The Office of the State Auditor promotes accountability for state government organizations through audits focused on financial compliance and for cases of fraud, waste and abuse.

At the local government level, there isn't a dedicated office or an elected representative like a County Auditor that is focused specifically on this kind of oversight for county government on behalf of its citizens. This responsibility is left to the elected representatives that serve on the County Council.

An audit of the County's personnel system – its policies and the implementation of those policies -- would determine whether the County's personnel system can be improved to achieve a reduction in lawsuits and settlement payouts. The audit could find that current policies and practices are appropriate, in which case the County Council can assure employees and citizens of that finding. This audit could also find opportunities to improve the County's personnel policies and practices; and the County Council could then direct the County Manager to implement those recommendations.

To make this kind of evaluation process effective and worth the time and expense it will require, it needs to have the following components:

- **Auditor Independence:** The auditor should not be associated with the County's management, to make clear that the review is impartial and unbiased. This independence is necessary in order to legitimize its findings and recommendations with County employees and citizens.
- **Personnel Policy Evaluation – are our policies adequate:** There should be an objective look at the County's current personnel policies to assess their completeness and appropriateness with respect to the personnel management requirements of the County. The evaluation should also provide benchmark comparisons of other successful organizations for consideration by the County Manager and the County Council.
- **Personnel Policy Implementation – are our policies being properly followed:** The report should examine cases that have resulted in settlements or payments and evaluate whether a failure to follow adequate policies that were in place contributed to the adverse outcomes experienced. If we have good policy and we are still being sued, that suggests that our policies aren't being followed. If that's the case, the audit should identify opportunities for improvement in this area.

Los Alamos County needs to move forward from this spate of lawsuits in a proactive manner. I encourage the County Council to hire a truly independent expert to come in and perform this review for us; and an independent review can help us both improve for the future and rebuild employee and public trust in the County. We shouldn't want to bound, control, or spin this audit so that we look better. We should find the absolute truth now so that we can be better going forward.