Los Alamos County

Economic Vitality Strategic Plan

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Adopted [month day, 2018]
By Los Alamos County Council

CONTRIBUTORS: ECONOMIC VITALITY ACTION TEAM

This Economic Vitality Strategic Plan 2018 (EVSP2018) is the collective work of the members of the Los Alamos County Economic Vitality Action Team (EVAT) listed below. The EVSP2018 replaces the original EVSP2010 that was accepted by the Los Alamos County Council in April 2010.

The EVAT was established in May 2010 according to guidelines in EVSP2010 Appendix D, which deemed that the group be advisory to the County Manager and comprised of County department representatives, as well as members of relevant industries who are committed to the economic prosperity of Los Alamos. While the individual members have varied over time, EVAT has been comprised of representatives who bring relevant experience and knowledge of the U.S. Department of Energy/National Nuclear Security Administration, Los Alamos National Laboratory, University of New Mexico-Los Alamos and Los Alamos Commerce and Development Corporation, as well as expertise in finance, real estate, community development and the community at-large.

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EXECUTIVE SUMMARY

THIS ECONOMIC VITALITY STRATEGIC PLAN is intended to provide a roadmap for Los Alamos County's efforts to improve and enhance our community's living and working environments. Enclosed you will find a review of our efforts since the last update of this plan, a presentation of our current economic conditions, and an outline of our goals as we progress into the future.

Los Alamos County has historically been linked to the establishment and operation of the Los Alamos National Laboratory. Today, the Laboratory remains the largest employer not only for the County, but for the North Central New Mexico region as well. This fact underscores the importance of the Laboratory as an economic driver, and the following plan considers how the community and its neighbors can capitalize on this important resource in an effort to improve the lives of all.

At present, the Laboratory is undergoing an expansion, with increased budgets and hiring projections, and this fact has created a significant unmet demand for housing within the region. The first listed goal is to address this need for housing, as the underlying assumptions for economic growth within the region rely upon having an adequate workforce to support the Lab's operations. Concurrent with this need, however, is the desire to enhance the quality of life for our citizens. Increased housing opportunities support this goal as an increase in population creates the opportunity for new and expanded businesses, which can provide both additional employment and increased amenities for those living in the area.

This document is intended to support actions towards enhancing our economic vitality. This choice of words is not by accident, as "economic vitality" includes not only the act of increasing the fiscal standing of our constituents, but also considers the local environment's ability to develop, grow, and sustain the many elements that are necessary for a local economy to flourish. Since the Laboratory is an important driver for our economy, this plan considers how we can build a community that supports the workforce essential to its operations. In that vein, the plan considers not only housing, but also quality of life factors and the need for the diversification of our economy.

The following discussion explores these issues and attempts to provide guidance for focusing our efforts towards the listed goals. Economic development is a broad-based yet continuous process, and by coordinating our community's efforts it is hoped that this document can facilitate the creation of new and exciting prospects for our citizens and the organizations within our County.

Sincerely,

Harry Burgess
Los Alamos County Manager

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TABLE OF CONTENTS

PAGE 6
I. 2010 GOALS: PROGRESS REPORT
Page 7 2010 Goal 1
Page 8 2010 Goal 2
Page 10 2010 Goal 3
Page 12 2010 Goal 4

PAGE 14
II. LOS ALAMOS COUNTY 2018 SNAPSHOT

PAGE 28
III. 2018 GOALS
Page 30 2018 Goal 1
Page 32 2018 Goal 2
Page 34 2018 Goal 3
Page 36 2018 Goal 4

PAGE 38
IV. ACTION PLAN
Page 40 2018 Goal 1
Page 44 2018 Goal 2
Page 48 2018 Goal 3
Page 52 2018 Goal 4

PAGE 57
APPENDICES

INTRODUCTION

The Economic Vitality Strategic Plan (EVSP) presents a 10-year vision of what is desired from our local community in the future, within the context of the current and predicted economic environment.

This plan was created by the members of the County Manager's Economic Vitality Action Team (EVAT). It replaces the initial EVSP developed and adopted by the County Council on April 5, 2010. EVAT members conducted an extensive review of the 2010 plan goals and actions to determine what had been accomplished, what issues were still relevant, and what new issues, initiatives, County priorities, and projects should be added. Since 2010, Los Alamos County has accepted strategic plans for wayfinding, branding and tourism, as well as a Comprehensive Plan. These concurrent strategic plans that impact the progress and implementation of this EVSP have been noted to ensure their future coordination.

The 2018 plan provides the basis for aligning actions, services and projects to further Council's strategic goals. It will also improve the County's ability to communicate its economic goals and initiatives to Los Alamos citizens, prospective residents and potential investors.

Section I is a progress report of the headway made on the 2010 EVSP goals, objectives and actions, checking off achievements and listing those items still in progress. Section II is the Los Alamos County 2018 Snapshot, a comprehensive summary of the existing economic conditions, including both 2010 accomplishments, as well as additional changes and advancements that have occurred during the past eight years and inform the 2018 Plan. Sections III and IV present the goals, objectives and actions the County will pursue, as well as an action plan that defines the roles, responsibilities, timeline and metrics for planning, managing and assessing these initiatives during the next five to 10 years.

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This plan is divided into three sections: the past, the present and the future. SECTION I (the past) reviews the goals of the 2010 EVSP, including the actions completed. SECTION II (the present) provides a snapshot of the County's economic development landscape in 2018. SECTION III (the future) presents future goals, in order of priority, accepted by Council and implemented during the next five to 10 years. SECTION IV provides an action plan with specific tactics, responsible parties, estimated costs, potential funding sources and a list of performance measures.

SECTION I: 2010 GOALS

Goal 1

Support and retain LANL as the area's best wealth producing employer

Goal 2

Diversify the economic base

Goal 3

Increase quality of life opportunities

Goal 4

Increase the availability of housing in the County, both affordable and at market rate

SECTION II: LOS ALAMOS COUNTY 2018 SNAPSHOT

Demographics

Los Alamos County has a predominantly wealthy, educated population of ~18,000, seeking growth opportunities.

Housing

The County is exploring all land use and development opportunities to rehabilitate and build new housing.

Quality of Life

Los Alamos County offers a small-town atmosphere, low unemployment, low crime and excellent schools, as well as minimal, stress-free commute times, free public transportation, and rich cultural and recreational assets and opportunities.

Economic Development

The County continues to develop planning tools, process improvements, incentives and land development opportunities to create a responsive, business-friendly environment that supports businesses and industries outside of LANL.

Los Alamos National Laboratory

LANL is Los Alamos County's principal economic driver and most valuable asset and the County's goals to provide more housing, amenities, infrastructure and complementary economies directly support LANL's crucial talent recruitment and retention efforts.

SECTION III: FUTURE GOALS

Goal 1

Increase the availability of quality housing in the County, both affordable and market rate

Goal 2

Define and address quality of life priorities

Goal 3

Grow a separate, complementary economy to LANL

Goal 4

Support and retain LANL as the area's best wealth producing employer

SECTION IV: ACTION PLAN

Goals 1-4

The EVSP Action Plan table segments action items under the four goal areas: housing, quality of life, economic diversification and LANL.

The Action Tables include:

- Description of actions
- Responsible parties and partners
- Estimated costs
- Potential funding sources
- Implementation timing
  - › NT: near term goals 0-3 years
  - › MT: mid-term goals 4-7 years
  - › LT: long-term goals 8-10 years

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I. 2010 GOALS

PROGRESS REPORT

In the eight years since the 2010 Economic Vitality Strategic Plan was adopted by Council, significant progress has been made toward the four identified focus areas: 1) Support and retain Los Alamos National Laboratory (LANL) as the area's best wealth producing employer; 2) Diversify the economic base; 3) Increase quality of life opportunities; and 4) Increase the availability of housing in the County, both affordable and at market rate. This section lists the actions pursued and progress made on each of the four goals identified in 2010.

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2010 GOAL 1

Support and retain LANL as the area's best wealth producing employer

OBJECTIVE

LANL remains the nation's premier national security and science laboratory

ACTIONS IN PROGRESS

- Develop outreach event series (partnered tech/community briefings) established and well attended

ACTIONS COMPLETED:

Establish robust LANL advocacy program in the region.

The County established advocacy programs and partnerships with the following groups:

Regional Coalition of LANL Communities
Founded in 2011, this organization pro-actively addresses issues of the neighboring cities, counties and pueblos directly affected by LANL. As one of several founding and funding members, Los Alamos County provides strategic input, promotes events and marketing materials, and participates in lobbying efforts with state and federal legislators regarding key issues, such as increased funding for environmental clean-up and pit production operations.

Regional Development Corporation of Northern New Mexico (RDC)
The RDC is a regional economic development organization focused on creating a diverse and sustainable economy in Northern New Mexico, specifically Los Alamos, Rio Arriba, Santa Fe, Taos, San Miguel, Mora and Sandoval counties. The RDC works collaboratively to create new jobs in the region by strengthening services to businesses and developing the infrastructure, public policy and workforce to support job growth. The Regional Economic Development Initiative (REDI), seeks to diversify the economy through the development of industry clusters according to a long-term strategic plan, and the Venture Acceleration Fund (VAF) program supports high-tech, manufacturing and rural start-up ventures through a competitive funding process.

Richard P. Feynman Center for Innovation (FCI)
FCI manages technology transfer for LANL, identifying mission-focused innovations that may have commercial applications and/or may be marketable, thereby providing support to the innovators to bring the application to market. Los Alamos County partners with FCI on economic development initiatives, including funding the co-op work space and supporting DisrupTECH, an annual outreach event designed to assist LANL spin-out businesses and entrepreneurs in attracting private investors.

U.S. Department of Energy (DOE)/ Office of Environmental Management
Los Alamos County Department of Public Utilities (DPU) operates the County-owned electric, gas, water and wastewater systems. In 2017, DPU partnered with DOE's Environmental Management Los Alamos Field Office to submit applications to the Office of the State Engineer (OSE) to add groundwater remediation and additional points of diversion to monitor and control a chromium plume in the Pajarito Plateau aquifer.

Support development of research centers outside of LANL.

New Mexico Consortium's Biolab
Formed in 2006 to facilitate collaborations between researchers from the Lab, universities and private industry, the New Mexico Consortium has fostered cooperative research efforts in the areas of advanced computing, biomedical engineering, human health and agriculture, and modeling and analysis, and generated more than 150 jobs. In 2011, Los Alamos County Council approved a $1.5 million Local Economic Development Act (LEDA) grant, part of a $2.64 million land grant, to fund the New Mexico Consortium's acquisition of equipment and construction of the area's first wet laboratory/greenhouse facility at the Entrada Research Park. The 26,000 square foot facility, completed in 2013, supports unprecedented cross-disciplinary research in the areas of plant biology, biomedical technology and engineering, and serves as a test bed for bioscience innovation.

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2010 GOAL 2

Diversify the Economic Base

OBJECTIVE

Los Alamos doubles the amount of primary income derived from non-LANL sources

The metric "primary income" for Los Alamos is subject to multiple interpretations and was not defined for the 2010 EVSP. Therefore, no precise baseline was established to accurately measure performance for this objective. However, all but one of the Supporting Actions described below were achieved which, combined, provide a solid foundation for increasing job opportunities and revenue to the County. See EVSP 2018, Goal 3 Grow a Separate, Complementary Economy to LANL.

ACTIONS IN PROGRESS

- Construct several new technology facilities to attract high-end companies

ACTIONS COMPLETED:

Brand and promote Los Alamos in support of and consistent with the Economic Vitality Strategic Plan.

The County procured contract services to create a brand platform, narrative, identity and a Brand Action Plan approved by Council on April 4, 2017. The plan provides a road map of strategies, tactics and measures to help residents, businesses, organizations and local government become Los Alamos ambassadors, working together to make the community a great place to live, work, play and stay. This ambassadorship focus serves to positively shape the perceptions of Los Alamos in the minds of business and talent prospects, as well as tourists and visitors.

Assure every property in Los Alamos has access to broadband communication service.

Through the Regional Economic Development Initiative (REDI), the County assisted in the development and implementation of REDINet, a high-speed, open access, community broadband network. Owned and operated by a consortium of local and tribal governments, including the counties of Los Alamos, Rio Arriba and Santa Fe, the City of Española, the Pueblos of Okay Owingeh, Pojoaque, Santa Clara and Tesuque, and the North Central New Mexico Economic Development Council of Governments, REDINet provides service to participating northern New Mexico communities. Currently, Los Alamos County is unable to connect to the rest of the network via fiber tie-in and is using microwave radio technology as a short-term solution. While this is an acceptable short term fix, it does cause a "pinch point" in service by limiting bandwidth capacity.

Establish or support one or more advanced technology or workforce training centers outside LANL. And promote Los Alamos as a community testbed and model for emerging technologies.

The New Mexico Consortium's facilities have served as a research center, an advanced training center and a testbed for emerging technologies, including UbiQD's quantum dots manufacturing, Viome's artificial learning engines and the biolaboratory, described in detail under EVSP 2010 Goal 1 (page 7).

Seek to have headquarters of any new Valles Caldera-related National Park or Preserve unit located in Los Alamos County. Seek to have Manhattan Project National Historical Park created in the community.

In 2015, legislation was signed into law to create the new Manhattan Project National Historical Park (MPNHP). Concurrently, the Valles Caldera National Preserve was designated a National Park, essentially making Los Alamos the gateway to three National Parks. The MPNHP site's visitor center is located in downtown Los Alamos, and staffed with Park Rangers.

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Reestablish scheduled commercial passenger air service.

The County contracted with two passenger air service providers between 2013 and 2015. However, without the primary federal subsidy provided to other like-sized destinations, as well as scheduling issues and weather cancellations, it was determined that the service could not attract the travel traffic required to make if fiscally sustainable.

Establish a world-class higher education program in science, technology and engineering, and other professions, graduate and/or undergraduate.

The Los Alamos campus of University of New Mexico coordinated with LANL to determine the education and expertise the Lab is seeking to fill entry level positions and developed certification programs in Environmental Science, Emergency Medical Technology and Cyber Security.

Construct a hotel, conference center and tech attraction in downtown.

A new hotel product has long been a goal for the County to compete with Santa Fe lodging establishments for LANL visitors. This need was underscored with the permanent closure of the Hilltop House in 2013 and the temporary closure of Motel 6 in 2015. Fortunately, the Hilltop House property was purchased in 2015 by Atomic City Investments, a subsidiary of Texas Capital Partners*, with plans to rehabilitate and reopen the hotel. In addition, the Pueblo Canyon Inn and Gallery changed ownership and was reopened as a new Bed & Breakfast (B&B) in 2016, and the Canyon Inn B&B, once an extended stay property, was purchased and renovated to expand its capacity from two to four rooms, opening in January 2018. Motel 6 completed improvements with a scheduled reopening in 2018, and Lodgers' Tax revenues from FY2014 through FY2017 increased 39%.

*Texas Capital Partners is also the parent company of Pajarito Recreation Group, LLC which now operates the Pajarito Mountain resort and recreation facilities, as well as other ski resorts throughout the southwest.

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2010 GOAL 3

Increase quality of life opportunities

OBJECTIVE

Los Alamos is the community of choice as the place to live for all of our workforce, including young adults and entrepreneurs. Most everyday goods and services are available locally with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

ACTIONS IN PROGRESS

- Establish high-end, substantial RV/Camping park
- Establish and enhance world-class sporting events

ACTIONS COMPLETED:

Establish an anchoring retail store.

Smith's Marketplace Following a concerted public effort and partnership with the Los Alamos Public Schools, the County secured the first Smith's Marketplace in the state of New Mexico, replacing an undersized and outdated Smith's Food & Drug. The new store provides the product variety, food services and soft goods items consistent with a "big box" store, helping to keep residents shopping on "the Hill" and contributing to the local economy, as evidenced by an overall GRT increase in the retail sector.

Fully implement Los Alamos Creative Cultural District. The district will comprise the pedestrian core of the downtown and will be branded to encourage heritage tourism.

Creative District Los Alamos County expanded its contract with the Los Alamos MainStreet to include a half-time Creative District curator to coordinate with attractions and businesses in the Los Alamos Creative District, and to implement the Los Alamos Creative District Master Plan. Series such as "On Tap," "Tuesdays at the Pond," the Summer Friday Night Concert Series and annual ScienceFest brought thousands of locals and visitors to businesses and outdoor venues within the Creative District.

Develop and implement approaches to improving the appearance of commercial areas.

Downtown Projects The County completed numerous capital projects to improve both the function and appearance of public facilities. In Los Alamos, projects included a new County Municipal building and Nature Center, refurbishments to the historic Fuller Lodge and Ashley Pond Park and streetscape improvements in the downtown district. In White Rock, the County built a new fire station, visitor center and public library, and renovated existing space to accommodate the senior and youth activity centers. Streetscape improvements to White Rock's main arterial, State Road 4, were made to encourage visitors to stop and visit the commercial areas, and the Cañada del Buey trail was paved throughout the downtown area to encourage pedestrian and cycling activity.

Art in Public Places Since 2010, the Art in Public Places Board have contributed to downtown revitalization through more than $650,000 of outdoor art installations designed to enhance public facilities and engage the public, including giant pottery along the SR4 right-of-way.

Code Enforcement County Council adopted more comprehensive property maintenance codes in 2016 to address blight in Los Alamos and White Rock, correcting unsightly, unsafe conditions.

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Develop and implement a comprehensive signage program supporting effective wayfinding to attractions and commercial areas.

Wayfinding Plan Completed in November 2017, the Plan provides recommendations for cohesive, updated or additional signs to promote recreation and visitor attractions, as well as enhancing mobility for bicyclists and pedestrians

Construct a Teen Center.

Los Alamos Teen Center The County transformed the historic Community Building at Ashley Pond into a multi-media Teen Center in downtown Los Alamos, within walking distance to restaurants, transit and other public resources like Mesa Public Library and the skate park.

Identify categories of retail service businesses that will complement the existing retail mix and establish a program of proactive recruitment of businesses in the targeted categories.

Los Alamos County's Economic Development Division, together with the LACDC Executive Director, worked with commercial developers and attended the International Council of Shopping Centers (ICSC) RECon show in Las Vegas to pro-actively recruit restaurants, hotels and other retail businesses to the County.

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2010 GOAL 4

Increase the availability of housing in the County, both affordable and at market rate

OBJECTIVE

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homes and neighborhoods present a positive community image.

ACTIONS IN PROGRESS

- Establish realistic targets and goals for population and housing growth, if any
- Create additional independent senior housing/condos

ACTIONS COMPLETED:

Encourage construction of affordable "green" housing units (per Los Alamos Affordable Housing Plan).

A-9 This 4.2 acre parcel on the north side of DP Road in Los Alamos is within a few blocks walk from Smith's Marketplace and other downtown amenities. A developer that specializes in low-income housing tax credit projects has submitted a proposal to the Mortgage Finance Authority (MFA) in New Mexico for 70 Section 8 (income qualified) apartment units. Pending MFA approval, the project will move forward with the land sale in November of 2018 and occupancy in late 2019.

A-13/12 Located at the Townsite, just east of the Los Alamos Medical Center, this 12-acre site overlooks Los Alamos Canyon with 180-degree mountain views. It is the ideal location for "The Hill," 150 Class A, high-end apartments that will be constructed, owned and operated by a Santa Fe developer, pending completion of the due diligence process in mid-2019. Though not LEED-certified, the project includes green practices, such as water harvesting, and will provide another high-demand housing option.

Encourage rehabilitation/redevelopment of appropriate existing housing stock to improve quality/appearance of housing and address "affordable" housing needs.

A **Homebuyer Assistance Program (HAP),** approved by Council, was launched in 2017, offering prospective homebuyers who are low-income qualified an opportunity to apply for loan assistance when buying in Los Alamos.

The **Home Renewal Program (HRP)** was launched in 2016, offering low-income qualified homeowners in Los Alamos County the opportunity to apply for both financial assistance and a technical assistance program. The deferred 0% interest loans pay for critical improvements, including energy efficiency upgrades, code compliance repairs and new roofs that greatly improve the livability of older housing stock in the community.

Clean Up Day The annual County-wide "Clean Up Los Alamos" Day, held at the end of each April, encourages neighborhood clean-up events just before high fire season. The County's Environmental Services Department offers free trash disposal at waste stations and hosts a volunteer appreciation picnic.

Brush and Bulk Collection In an effort to keep neighborhood curbs clear of debris, the County switched from quarterly curb pick-up of large items to pick-up by appointment for a $25 fee.

Code Enforcement With Council's adoption of more comprehensive property maintenance codes, the County's nuisance code enforcement program now addresses blight in neighborhoods, and improved curb appeal for homeowners.

Develop policy and master plan for development of A-19; model development for environmental sustainable practices; market to commercial and residential builders.

A-19 The County Manager's Office, along with Economic Development and Community Development attracted a large residential developer to design and build out 161 single family homes on this 60-acre DOE transfer parcel. Located on the north side of State Road 4, just west of the White Rock Visitor Center, this new housing development includes 2.5 acres designated for commercial use and will be the first large-scale development in White Rock in more than 18 years.

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II. LOS ALAMOS COUNTY 2018 SNAPSHOT

Since the 2010 ESVP, there have been many changes to the County's economic environment. Decisions made by the Los Alamos National Laboratory, as the County's largest employer, often create the most significant impact to our local economy. During this period, the Laboratory has been impacted by cyclical changes in its available budget, initially experiencing decreases but more recently receiving important additions to its overall operating budget. For the past two years, LANL has actively recruited more than 2,000 new employees to replace new retirees, compounding local demand for housing. In 2014, a new Smith's Marketplace opened in Los Alamos, providing a much broader range of products – including both groceries and general merchandise – than were previously available. The overall Smith's development included over 10,000 square feet of new retail space as well, which has attracted new businesses to the community. In the same time frame, Los Alamos County invested over $50 million in new development projects, replacing several public facilities but also adding new services and facilities for the public's enjoyment. High values placed on available properties, specifically including those that are obsolete or blighted, have slowed the process of redevelopment in Los Alamos and White Rock. The Department of Interior (DOI) established two National Parks (Manhattan Project National Historical Park and Valles Caldera National Preserve) that border County land, prompting the County to pursue new Tourism opportunities including the development and adoption of a plan focused on this subject. Despite the closure of two hotels over this period, Lodgers' Tax revenues have steadily increased since 2013, nearing pre-recession highs.

The following section will provide a snapshot of the existing state of the County's economic environment, with highlights of the following key issues and priorities:

- **Demographic Profile** *population, median age, average household income, unemployment and top employers*
- **Housing** *supply/demand, land development*
- **Quality of Life** *safety, governance, transportation, capital improvements, amenities, schools*
- **Economic Development** *initiatives to improve infrastructure and increase hospitality, retail and workforce offerings*
- **LANL** *collaborations and influence*

This review of Los Alamos County's economic assets and challenges begins to reveal the gaps and potential solutions. Section IV Goals present a path forward.

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DEMOGRAPHIC PROFILE

Demographic Characteristics

Los Alamos residents are highly educated, with many residents holding a Master's degree or Ph.D., and almost three-quarters of the households having an income higher than $65,000. Most households are affluent married-couple families, having an active lifestyle both civic-minded and physically. The population averages 43 years of age, participates in a wide range of public activities and sports, and travels extensively.

Los Alamos is set apart from its competition by its assets, including a variety of available outdoor activities, top ranked schools, rich scientific history, cultural diversity and the positive attitude of its citizens toward volunteerism.

Community life features a small-town atmosphere, low unemployment, low crime rates and excellent schools. Cultural and recreational opportunities abound, with plenty of hiking and biking trails, skiing at the local Pajarito Mountain, and access to three National Parks within a 15-minute drive.

Population

There has been no significant population growth in Los Alamos County in nearly forty years. Although the trend has reversed due to the improved national economy and the federal defense budget supporting the continued LANL funding, the sub-25,000 population limits the County's ability to attract national retail.

Demographic Snapshot: 2010 to 2016*

METRIC	2010	2016*
Daytime Population	24,000	26,000
Resident Population	17,950	18,147
Median Age	44.3 years	43.5 years
Average Household Income	$101,535	$105,902
Unemployment Rate	3.9%	4.0%
High School Degree or Higher	99.3%	97.2%
Bachelor's Degree or Higher	64%	64.6%

Major Employers**

EMPLOYER	BUDGET	# EMPLOYEES
Los Alamos National Laboratory	$2.2 billion	14,300
Los Alamos County	$200 million	700
Los Alamos Public Schools	$45 million	675
Los Alamos Medical Center	unavailable	300

*Estimated projections in 2016 dollars
U.S. Census Bureau, census.gov

**Los Alamos County Economic Development Division

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HOUSING

Los Alamos Housing Trends

The current housing demand in the Los Alamos is extremely high, with available inventory at an all-time low. Between 2016 and 2018, the County has sought to meet the housing needs of 2,500-3,000 LANL employees who are retiring and want to stay in Los Alamos, as well as the same number of new, younger employees—and their families—who LANL is hiring to replace them.

There is a very limited supply of housing stock with limited variety of housing price ranges. LANL data demonstrates that 57% of their workforce is choosing to reside outside of Los Alamos County. It is believed that if more, quality housing stock can be developed, many of these commuters will choose to buy a home and live in Los Alamos.

These trends present an unprecedented need for housing units of all types including, rental unit apartments, multi-family townhouse/condominium units, low income affordable housing, senior housing for purchase, single family homes and rightsizing options for "empty-nesters."

	1990	2000	2010	2016*
Resident Population	18,115	18,343	17,950	18,147

*Estimated projections in 2016
U.S. Census Bureau, census.gov

Pursuant to the County Council's Strategic Plan goal—***to promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities, as appropriate***—the County's Community Development Department (CDD) plans to commission a professional housing study to provide a more current and accurate understanding of housing needs and gaps in housing stock.

The County will explore all opportunities to convert available land or blighted properties to their highest and best use, utilizing existing policies and programs, such as land donation for affordable housing, the Homebuyer Assistance Program and the Home Renewal Program. The CDD has stepped up efforts via code enforcement to spur private commercial property owners to clean up their properties and, in some cases, move toward demolition of unsafe structures—potentially for redevelopment. The County is assisting as much as possible to help the residential development of parcels A-13, A-19 and A-9, which will bring as many as 380+ housing units to the market between 2019-2021.

Land Development

The County's Economic Development Division has established a land asset inventory and is working with the DOE to transfer remaining parcels. As recommended by the Comprehensive Plan, transfer parcels are being rezoned and subdivided for future development of commercial and residential products to attract new residents, retail and workforce. Transfer parcels that have been obtained for development include:

- **Parcels A-8-a and –b:** +/-25 acres located on the southwestern edge of DP Road and bordered by Los Alamos Canyon to the south. This parcel has been deeded to the County and rezoned to mixed-use. Development opportunities include multi-family, retail, residential, lodging, recreation or a combination thereof.

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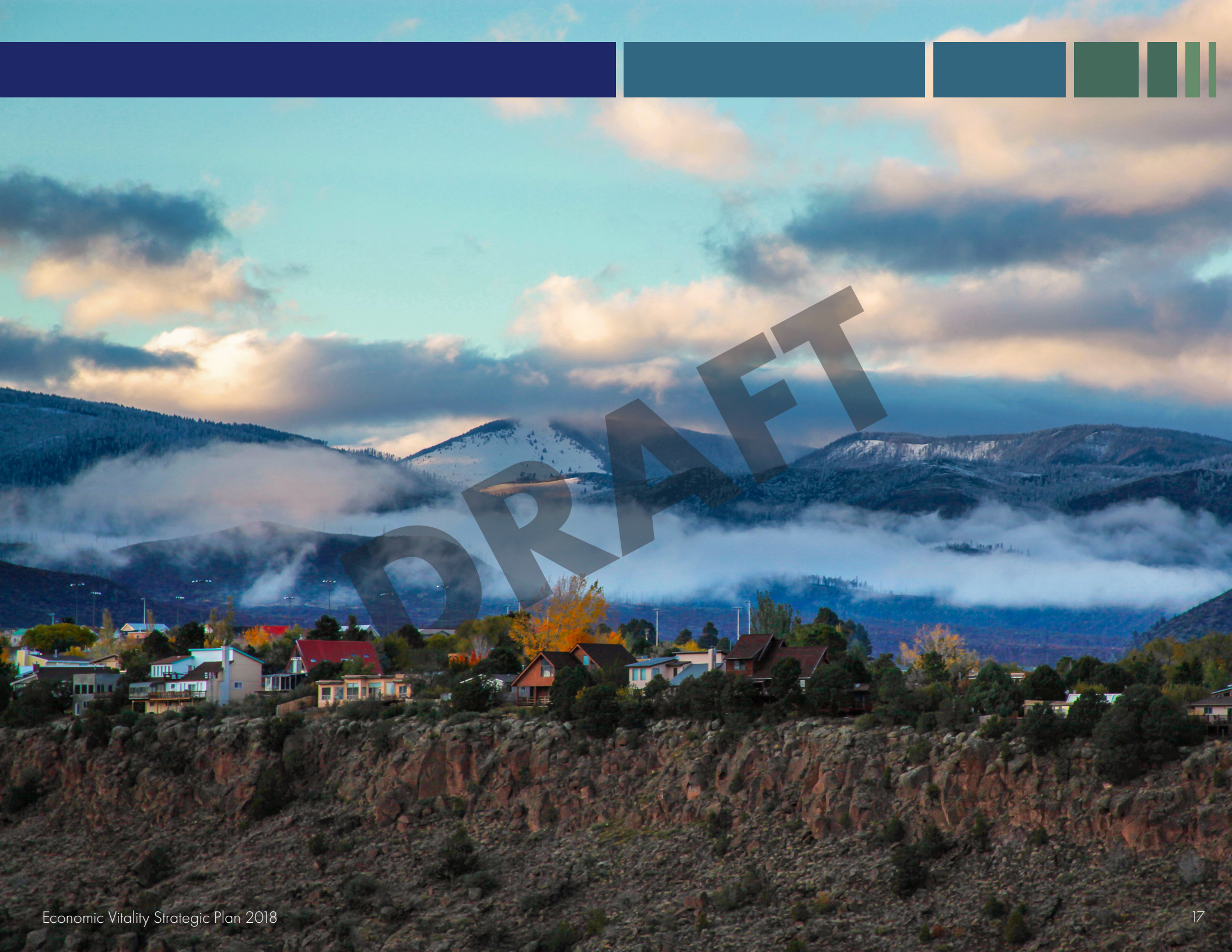
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QUALITY OF LIFE

Safe Community

Safety is a key quality of life marker when choosing to stay or move to a new community. Los Alamos County consistently receives high scores by entities like the National Council for Home Safety and Security, LIVABILITY.com and other media that regularly rate crime statistics as part of a community's demographic profile. While Los Alamos' remote, cul-de-sac location certainly helps to keep crime at bay, the presence of a high-security national laboratory is another strong deterrent. In addition, the County contributes funding and/or event support for the following safety programs that are designed to keep Los Alamos children safe:

- **Community Health Council Initiative**
  This group works with LAPS to implement a Strategic Prevention Plan to address key areas of need, such as reducing teen substance abuse, addressing high-risk student populations and increasing student resiliency. The County funds a School Prevention Specialist and other outreach, studies and training opportunities.

- **Public Safety Partners**
  Three School Resource Officers (SROs), from the Los Alamos Police Department (LAPD), as well as a Juvenile Officer, are assigned to the elementary schools, the Middle School and the High School to provide guidance, training, and security to enhance the school's safe environment.

- **Community Outreach Programs**
  Other community outreach programs offered throughout the year by LAPD and Los Alamos Fire Department (LAFD) focus on young children in the elementary schools and emphasize similar safety themes for the home or environment, such as fire prevention and "don't text and drive, stay alive," through public safety announcements targeted to youth and adults.

- **Safety Town**
  This program is designed to provide an opportunity for students entering kindergarten to learn about safety in their school, community and neighborhood, including safety strategies for dealing with fire, bicycles, animals, guns, strangers, drugs and transportation.

Quality Governance

The County recognizes that public trust and government transparency are strong contributors to quality of life and has taken several steps to educate citizens about how they can participate in decisions made for the community. The following formal and informal opportunities are provided to engage the public.

- **Council Meetings** can be viewed on PAC 8 television, streamed via internet or attended in person, with the opportunity to provide public comment during the meeting. The County also offers next-day video playback for any meeting that is streamed, which is useful for those who may have missed a session.

- **Open Forum**
  This interactive platform on the County's webpage allows the public 24/7 access to comment on questions posted by the County. Unlike more traditional email comment options, Open Forum permits users to set up a profile with their information and then post a comment that can be viewed and supported by others with the easy click of a button. Those who register receive email alerts once a new topic is posted.

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Quality Governance *(continued)*

- **Radio Show**
  A Councilor visits with talk show hosts on KRSN radio the morning after Council meetings in a special "council meeting recap."

- **Booths**
  Councilors, County departments, and boards and commissions host booths at the Farmers Market and County Fair throughout the summer to visit with residents about concerns, survey them about changes in policies or processes, and collect feedback about improved or expanded services.

- **Monthly Reports**
  The County Manager issues monthly reports to Council that summarize accomplishments from every department for the previous month. These reports are shared with the media and recaps are presented to Council during regular sessions.

- **E-communications**
  The County uses losalamosnm.us website, Los Alamos County Facebook, Instagram and NextDoor pages and the "County Line" weekly e-newsletter to post activities, services and emergency information.

- **Customer Care Center**
  This team is a one-stop shop staffed by friendly representatives ready to answer any question or log any concern or complaint about County government.

Transportation

Public transportation is an important criterion for prospective employers, employees, residents and visitors who are considering Los Alamos as a place to live, work, play or stay. The County supports the following transportation systems to connect locals and visitors to key attractions within its boundaries and throughout the region:

- **New Underpass to Connect Canyon Rim Trail.**
  The New Mexico Department of Transportation is contributing $2 million to the construction of a trail underpass at NM502 near the Entrada Business Park. The underpass will connect the businesses at Entrada and those using the La Mesa Trail on the north side of NM502 to the Canyon Rim Trail on the south side. In addition, the County is working on potential Canyon Rim Trail alignments heading west of Smith's Marketplace to 20th Street, which will be Phase 3 of the Canyon Rim Trail. An extension of the trail could take trail users across Trinity Drive to downtown businesses on Central Avenue and beyond to the Nature Center, which would then connect several major trails that extend off Acid Canyon and further north.

- **Pedestrian enhancements.**
  New automated audio and voice systems were added into Atomic City Transit buses to notify sight or hearing impaired riders of bus stops as riders approach drop off points. Crosswalks with audible systems announcing walk/stop changes will continue to be implemented in 2018 at Diamond/West Rd, Trinity and Canyon intersections to aid the sight impaired.

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Transportation *(continued)*

- **Bike-Friendly Community Designation**
  As of November 2017, Los Alamos County is a designated "Bike Friendly Community"—one of only four New Mexico cities to be honored with a Bronze award from the Bicycle League of America. The award recognizes the effort a community places into providing bike trails and connections as a viable mode of transportation. Part of the award credit goes to adoption of a Bicycle Master Plan, which outlines bike and pedestrian alignments that will be implemented as part of street renovation and repair projects.

- **North Central Regional Transit District (NCRTD)**
  Since 2003, the County has funded a portion of the operating expenses for this bus system serving Northern New Mexico communities with bus routes to/from Los Alamos. In April, NCRTD was awarded over $1 million dollars from the New Mexico Department of Transportation (NMDOT) for its Americans with Disabilities Act (ADA) Transition Plan, under the Federal Highway Administration's Transportation Alternatives Program (TAP), to modify NCRTD bus stops and facilities to bring them into ADA compliance.

- **Atomic City Transit (ACT)**
  The County provides this no-charge bus service throughout the Los Alamos and White Rock areas. ACT also provides special shuttle services for community events held in Los Alamos, White Rock and on Pajarito Mountain.

- **Bandelier Shuttle**
  In 2012, after Bandelier National Monument was forced to close the majority of its parking areas due to flooding, Los Alamos County has provided ACT buses to shuttle Bandelier-bound visitors from the White Rock Visitor Center to the National Park during the high tourism period (mid-May through mid-October). Over the years, the County has worked with Bandelier to improve the visitor experience, including informational videos and materials on the buses, posting of additional wayfinding signage, installation of National Park Pass kiosks and construction of a new bus shelter near the White Rock Visitor Center.

- The County promotes other privately operated transportation services, including the **Los Alamos Taxi Service** and rental car service available from **Enterprise/National** at the Los Alamos County Airport.

- The **Los Alamos County Airport** accommodates private planes only, but provides a complimentary crew car to pilots and passengers that need to travel from the airport to destinations within Los Alamos County.

Capital Improvement Projects

As of December 2017, the following four community recreation projects were approved by Council to proceed with design and construction, beginning in 2018:

- **Golf Course Improvements**
  This project includes development of a plan for the improvements at the local course at a cost not to exceed $4.524 million. Improvements will be implemented over three years to keep a portion of the course open for play. The top priority is to replace the aging and inefficient irrigation system, safety netting and cart paths.

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Capital Improvement Projects *(continued)*

- **Ice Rink Improvements**
  Funded at $1.2 million, this project includes a plan to improve locker rooms, restrooms and the warming hut at the existing outdoor ice skating rink in Los Alamos Canyon, as well as a shade study to address melting concerns for the ice and extend the season.

- **Splash Pad at Piñon Park in White Rock**
  The County is developing a design for a Splash Pad in White Rock at a cost not to exceed $720,000.

- **Kiddie Pool (Adjacent to the Aquatic Center)**
  The County will hire a consultant to complete the design of a new $6.5 million Kiddie Pool with easy entry zone, splash features, lazy river and slide. It will be built using County land on the eastern grassy slope of the existing Aquatic Center with access provided from the main pool.

Schools

Los Alamos Public Schools' (LAPS) consistently rank first in New Mexico and among the nation's high-performing districts. In addition to fully leveraging its operating budget, which is funded, in part, by the State Funding Formula for Education, LAPS is managing land parcels to provide funds to enhance its quality programs and operations. In recent years, LAPS has invested in renovating or replacing its aging infrastructure, including its school buildings.

Largely due to lack of housing, more than half of workers employed at the County's businesses live off the hill with 57% of 11,300 workers at LANL and 53% of 764 workers at the County. However, many take advantage of the state-mandated Open Enrollment Act (JF1) to enroll their children, ages K-12, in Los Alamos' high ranking schools, transporting their children to and from schools as part of their daily commute. In recent years, LAPS has had the capacity to enroll out-of-district students which enable the children to benefit from outstanding teaching and learning. LAPS is the only public school district in New Mexico with a waiting list for out of district students.

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COUNTY COUNCIL STRATEGIC PLAN VISION STATEMENT

Los Alamos is a world-renowned community where discovery and innovation are inspired by its dramatic history and magnificent mountain setting. We offer extraordinary educational, recreational, and cultural opportunities in a vibrant, small-town atmosphere.

ECONOMIC DEVELOPMENT

Strategic Planning & Process Improvement

Based on an extensive public input process, the County has updated strategic plans, incorporated new systems and overhauled procedures with the goal of delivering business-friendly services and facilitating economic development.

- **Comprehensive Plan**
  Updated in 2016 and accepted by County Council, the Comprehensive Plan provides guidance and authority for the County to make key decisions regarding how tax payer dollars are allocated to deliver County-wide benefit. The plan focuses on goals and policies that relate to the growth, appearance and land uses on property in the County. As a living document, the "Comp Plan" will be amended to respond to changing laws, economic conditions and County goals regarding land use, development, infrastructure improvements, signage and other priorities.

- **Planning and Zoning**
  Staff from the County Community Development and Public Works departments completed purchase, rezoning, subdivision, access and infrastructure improvements for land south of 20th Street and at Entrada Business Park to sell for commercial and retail development. Both areas were rezoned from commercial and/or light industrial to mixed-use to stimulate redevelopment and economic development.

- **Improved Business, Contractor and Citizen Access**
  After thoroughly reviewing processes and procedures in 2016, the County's Community Development Department (CDD) updated forms and improved internal work flows to significantly reduce turnaround times for permit processing. The following system changes have been implemented to increase the level of customer service:

  › A Citizen Self Service (CSS) portal allows contractors and residents to submit plans and building permit applications online and track them through the process.

  › CDD staff host: public meetings with building inspectors, planners and code enforcement officers; monthly luncheons featuring guest speakers and topics of interest in the building industry; and quarterly Saturday morning open houses for residents.

  › New permitting software (EnerGov) automates application processes and provides new, online user-friendly access for the public. This new system has generated submittal of more residential and commercial permits, indicative of economic growth and community revitalization. The number of permits – especially in the area of residential permitting – is anticipated to increase in 2018 with the planned new housing development, remodeling and low-interest loan programs.

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LOS ALAMOS BRAND PLATFORM

For those who never stop questioning what's possible, Los Alamos County, in the elevated outdoors of Northern New Mexico, and home to the Los Alamos National Lab, is where some of the world's best brains power breakthroughs that shape our world, so you are challenged to think bigger and live brighter.

BRAND ESSENCE

Cultivating curiosity and creating aha moments.

BRAND IDENTITY

LOS ALAMOS
where discoveries are made

Tourism Industry Development

In anticipation of continued tourism economic growth projections for Los Alamos and New Mexico, the County has a Tourism Strategic Plan with plans to leverage the County's tourism assets to increase the retail and hospitality business sector, and unify and enhance tourism efforts.

- **Tourism Strategic Plan**
  Completed in February 2018, this Plan recognizes tourism as an economic driver. It provides recommendations for leveraging existing tourism assets and marketing to sustain and manage growth. The plan also provides guidance for decisions relating to community investment, cultural opportunities and physical development for the benefit of both visitors and the community. Complementary initiatives, such as wayfinding, branding, high altitude recreation and film tourism are coordinated as part of this plan.

- **Lodging Development**
  Since 2010, Lodgers' Tax revenues initially declined, reflecting the impacts of the national recession and a decrease in LANL's use of contractors. Following a 19% dip in 2013, Lodgers' Tax revenues steadily increased, with a 16% injection in 2015 when Los Alamos became the gateway to three National Parks. With the implementation of the County's Tourism Strategic Plan over the next three to five years, the County anticipates at least a 6% increase in Lodgers' Tax revenues each year. Smith Travel Accommodations Research (STR) reports issued in 2017 also show occupancy and average daily rate (ADR) trends that indicate a healthy demand for a new full-service hotel in Los Alamos.

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Los Alamos County Lodgers' Tax Revenue and Year-Over-Year Difference*

YEAR:	2010	2011	2012	2013	2014	2015	2016	2017
Revenue:	$288,152	$272,623	$251,542	$202,552	$206,270	$239,847	$253,981	$281,820
Y-O-Y Diff:	baseline	-5%	-8%	-19%	2%	16%	6%	11%
# Rooms	370	370	370	277	277	214	214	214

*Los Alamos County Finance Division

Infrastructure Development

- **Land Development**
  The 2016 Comprehensive Plan provides guidance and authority for the County to implement rezoning, subdivision, access and infrastructure improvements to the parcels listed below to facilitate the sale or lease of County-owned land for commercial and retail development:

  › **A-6 and A-5-1:** +/- 22 acres located south of State Road 502 across from the airport. While the parcels are still zoned public land, the Comprehensive Plan's Future Land Use Map re-designates the parcels as mixed-use. Although the parcels are narrow, there is potential for development along the Canyon Rim Trial which hugs the southern edge of the parcels and is a substantial asset to the properties.

  › **A-16** has recently been deeded to Los Alamos County from the Department of Energy (DOE). The 20+ acre site is located on DP Road and will be ideal for commercial/industrial development. The County is in the process of filing for a subdivision and zoning designations on the parcel. Once completed the parcel will be made available (mid-2019).

  › **South 20th Street:** Development of mixed-use projects south of 20th Street opens the door for a potential traffic signal/pedestrian crossing at the intersection of NM501/Trinity Drive and 20th Street. This would provide a key connection point between the under-served commercial areas south of Trinity to the Downtown/MainStreet/Creative Districts.

- **Internet Service**
  Connectivity and service continues to be a top County priority for business development, talent recruitment and general quality of life for residents.

  › **Broadband Service:** Los Alamos and White Rock are currently served by a single fiber-optic path that connects the area to the rest of the world. Any potential disruption to this path—referred to as the "Middle Mile"—would isolate Los Alamos and White Rock, creating a public safety issue for the County, its residents, and LANL. County Economic Development and Information Management staff are providing support to LANL as it works with CenturyLink to construct a new alternative fiber route through National Forest Service property to establish reliable communications for voice and data services. This project would ensure national security at LANL, as well as business communications and community public safety.

  › **Public Wi-Fi:** The County Information Management Division has expanded public Wi-Fi service in the heart of the historic district of downtown Los Alamos, so locals and visitors alike can access tourism apps and internet from any carrier. Expanded Wi-Fi enhances the visitor experience, while touring the Manhattan Project National Historical Park attractions, such as Fuller Lodge, the History Museum and Ashley Pond Park, as well as all County buildings. The network is comprised of 11 access points with an approximate range of 30 feet omni directional. The access points are strategically placed to provide coverage in the downtown area to support the walking tour mobile app. Provision of this service encourages visitors to linger, stay longer and shop local.

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Retail Development

While the new Smith's Marketplace and other retail and services businesses have served to partially stem retail leakage, Los Alamos continues to be under-served in terms of retail square footage in comparison to national trends. Retail spending per capita at local establishments continues to be far below norms, even when adjusted for the small community size. Gaps in retail products and services send residents out of the County to do some of their shopping and spending. Additionally, online shopping continues to divert GRT dollars from the County base.

Los Alamos' remote location presents challenges for the County, especially in its quest for new retailers, services and housing residents desire, according to the County's biannual citizen surveys. Most retailers require a minimum residential population of 25,000 to locate a new store. Los Alamos' daytime population hits that target, however the County does not have the housing to allow them to reside locally. Limited developable land forces new residential and commercial development to build vertically, potentially blocking the surrounding scenery. Available space fetches premium lease and market rates, too high for many retailers and service providers who may bring services up the hill to the County.

The County's Economic Development Division partners with the Los Alamos Commerce and Development Corporation, the Los Alamos Chamber of Commerce and the Los Alamos MainStreet organizations to support existing retail businesses. The County EDD-LACDC partnership also works with local commercial realtors and attends the annual International Council of Shopping Centers (ICSC) RECon convention in Las Vegas to welcome new restaurants, hotels and service businesses to locate in Los Alamos.

Workforce Development

Los Alamos County has a high level of employment—with 1.71 jobs in the community for each citizen in the workforce—that is largely comprised of specialized technology talent from around the world. Relatively few of the available jobs are in the service industry. This presents a challenge to the County as it pursues retail businesses desired by County residents. For product and service retailers considering entry to a new market, an existing service workforce is a key criterion. Los Alamos' relatively high cost of living, compared to surrounding communities, is a barrier to attracting service workers who cannot afford to buy or rent a home nearby work. The County works with the Regional Development Corporation of Northern New Mexico (rdcnnm.org) and the State of New Mexico's Economic Development Department (newmexico.gov/business) to develop the infrastructure, public policy and workforce to support job growth through the following programs:

- **Workforce/Accelerate** partners with higher education institutions throughout the Northern New Mexico region to increase the pool of entry-level workers in science, technology, engineering and math fields.
- **High Tech Roundtable** facilitates networking and panel discussions for regional high-tech businesses.
- **Regional Economic Development Initiative (REDI)** is a collaboration of Northern New Mexico cities, counties, pueblos and private sector businesses to create jobs and business infrastructure in key industry clusters, including renewable energy, technology, media, film and value-added agriculture.
- **Entrepreneurial Network** provides support for businesses and startups in northern New Mexico counties, including Los Alamos.

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Workforce Development *(continued)*

- **Venture Acceleration Fund (VAF)** provides early stage seed funding to startups.

- **20/20 Campaign** identifies and recognizes the region's fastest high growth companies that are job creators for the region.

- **projectY Co-work Los Alamos** is a collaborative work space that serves as a hub for start-ups, freelancers and others to connect with like-minded entrepreneurs, business experts, investors and mentors, and operates on a membership and day-pass model.

LOS ALAMOS NATIONAL LABORATORY

LANL Influence

Los Alamos' local economy is largely driven by federal funding allotted to the Los Alamos National Laboratory (LANL). Currently, the vast majority of the County's primary industry activity is represented by LANL activities, either directly or indirectly. LANL compensates well and Los Alamos has among the highest median household income levels in the nation. In January 2018, *Forbes* ranked Los Alamos County the 6th wealthiest county in U.S. LANL's key role as steward of the nation's nuclear stockpile commands a highly specialized workforce to conduct mission-critical work. However, LANL's funding is subject to annual approval by U.S. Congress. LANL historically receives an increase in funding each year. There are uncertainties that trigger a cautionary response and a conservative economic stance by the County. In fall 2018, the National Nuclear Security Administration (NNSA) is expected to hire a new contractor to take over Lab operations, which may or may not be a taxable entity, a fact which directly affects the community's ability to provide services.

LANL has been working to fill projected vacancies created by retirees with new employees, hiring approximately 1,000 in 2016, another 1,000 in 2017 and an estimated 800 in 2018. The County is working with the Lab to support recruitment efforts to bring new workers and their families to live and work in Los Alamos. In addition, LANL's new environmental management contractor, N3B, began working in January 2018, with a plan to employ an estimated 400 employees.

LANL Collaborations

Los Alamos County collaborates with LANL's Richard P. Feynman Center for Innovation (FCI), the New Mexico Consortium and the Regional Coalition of LANL Communities to build, strengthen and diversify the economy. (See a description of work conducted to date with these organizations under the EVSP 2010 Progress Report section, 2010 Goal 1.)

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Photo courtesy of LANL

III. LOS ALAMOS COUNTY 2018 GOALS

A ten-month period of analysis and strategic planning by the members of the Economic Vitality Action Team culminated with renewed strategic goals and objectives that will guide the County forward into what is envisioned to be a new phase of sustainable development and economic growth. In addition to evaluating what progress had been made since the 2010 plan, the EVAT completed a comprehensive environmental scan of the current economic profile of the community.

In order to provide more engaged focus on the core economic issues, the EVAT was broken into four separate working groups, with each given the task of evaluating a specific goal area. Each group met on multiple occasions to determine how goals needed to be reshaped or, if necessary, re-prioritized. Once this work was complete, each group brought their findings back to the main group for further discussion and refinement.

Through this process, the group determined that the four existing primary goals of the EVSP were still relevant and of primary importance for the economic growth and sustainability of Los Alamos. Some of the supporting objectives and tactics were re-framed to reflect more current trends, economic conditions and opportunities for success.

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2018 GOAL 1

Increase the availability of housing in the County, both affordable and market rate

2018 GOAL 2

Define and address quality of life priorities

2018 GOAL 3

Grow a separate, complementary economy to LANL

2018 GOAL 4

Support and retain LANL as the area's best wealth producing employer

While LANL is undeniably the County's principal economic driver and most valuable asset, the 2018 goals for economic vitality (left) are prioritized in order, above LANL, to reflect the Lab's most pressing needs to recruit and retain its workers: housing, quality of life amenities and economic infrastructure and industry options.

By **increasing the availability of housing in the County, both affordable and market rate**, Los Alamos will have the capacity to offer housing options to those families looking to live in the County. By approaching the housing goal holistically, (developing housing product for all households along the continuum of need and/or choice), households should have a variety of housing options available to "right-size" to a home that meets their needs. The challenge to the housing crisis is further exacerbated by a lack of available land on which to build, which poses the argument that redevelopment of key parcels may be a long term solution, and to look toward higher density developments. A more viable housing inventory, with as many variable choices as possible, is an invaluable tool for recruiting new employers and workers to work and live in Los Alamos.

Defining and addressing quality of life priorities is a goal that includes developing community services and amenities that will broaden and enrich the everyday life experience of Los Alamos County residents. These amenities are also viewed as of primary importance to the recruitment and retention of new residents, their trailing spouses and their children.

Grow a separate, complementary economy to LANL, is a goal that recognizes the need to: pursue other industries and employment sectors as a means of strengthening the overall economic base in the County; provide employment opportunities for those not working at LANL; and to, perhaps, mitigate the extreme fluctuations that LANL's operation impacts can have on the local economy that can be difficult to endure, particularly in times of uncertainty. A primary objective within this goal is the development and growth of the tourism economy.

Support and retain LANL as the area's best wealth producing employer acknowledges the Laboratory as the community's primary employer and the over-arching need to sustain it as such. The other three goals and the objectives and tactics provided directly serve this goal.

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2018 GOAL 1 HOUSING

Increase the availability of housing in the County, both affordable and market rate

VISION

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homeowners demonstrate community pride by maintaining their property and assisting others in the doing the same.

OBJECTIVE

1) To produce a variety of quality housing options, to lease or buy, to meet the defined needs of current and prospective homebuyers.

2) To establish and maintain welcoming neighborhoods that support high property values.

*Only applied to the County funding contribution.

SUPPORTING ACTIONS AND TACTICS:

1. Define housing demand

a. Establish realistic targets and goals for population and housing.

b. Update housing market study for 2018 to assist in demonstrating the current market conditions and provide support to the development of housing goals for next five years.

2. Identify and assess developable properties

a. Create a list of vacant, underdeveloped and/or blighted parcels.

(1) Identify all County parcels that are available for development and solicit opportunities based upon analysis of assets.

(2) Identify all Infill properties owned by LAC, LAPS & LANL, and determine and coordinate re/development opportunities.

(3) Identify all vacant and/or blighted parcels privately owned by residents.

b. Analyze existing County property (vacant and occupied) to determine and recommend highest and best use.

(1) Develop and implement an assessment tool informed by criteria to determine "highest and best use," including return on investment and other metrics.

c. Encourage residential development and redevelopment of vacant, blighted or underdeveloped parcels per the Housing Study.

(1) Identify opportunities to incentivize or otherwise encourage new housing development.

(2) Discourage long-term land holding of vacant or underutilized property via a vacant property ordinance, urban redevelopment district or other mechanism.

3. Produce quality housing to meet demand

a. Facilitate development of mixed-use residential, retail and commercial uses.

(1) Employ available tools (such as zoning, urban renewal) that support private/public downtown redevelopment initiatives.

b. Target the construction of 'right-size' housing that is conducive to that use which, in turn, will make existing larger homes available to young and larger families

(1) Develop and implement marketing activities and materials to attract developers.

c. Create the capacity for a broader range of housing products.

(1) Consider code changes to address alternate sizes.

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4. Provide financial assistance for Affordable Housing

a. Enhance and expand existing housing assistance programs.

(1) Increase income threshold limits* so that more people, including the service industry, can qualify for the Affordable Housing Program.

5. Reinforce neighborhood beautification

a. Continue to support the property maintenance ordinance.

(1) Conduct education and community engagement to raise awareness and encourage property owner investment to address issues proactively.

b. Support stabilization of the condition and overall supply of existing affordable housing stock.

(1) Provide rehabilitation assistance programs.

c. Leverage #livelosalamos brand initiative to create community-based neighborhood pride competition or collaboration.

(1) Assint to Discoveries Action Team #livelosalamos subcommittees in Los Alamos and White Rock.

d. Leverage federal and state community beautification program(s).

(1) Initiate application to become an affiliate of the New Mexico Clean & Beautiful program, a partner of the Keep America Beautiful program.

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2018 GOAL 2
QUALITY OF LIFE

Define and address
quality of life priorities

VISION

Los Alamos is the community of choice as the place to live for workforce and their families, including children, young adults, trailing spouses, entrepreneurs and retirees. Los Alamos children have a full range of learning environments and career paths within the community. Most everyday goods and services are available locally, with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

OBJECTIVE

1) To identify, prioritize and implement the quality of life priorities defined by the community, using a scientific survey process.

2) To Identify, develop and promote programs and services that improve quality of life for residents, with emphasis on children (grades K-12), young adults, entrepreneurs and trailing spouses.

SUPPORTING ACTION(S):

1. Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees

a. Purpose of the survey is to obtain input from a scientifically valid sample of the community regarding their quality of life priorities and identify areas of satisfaction, dissatisfaction and gaps. Topics may include housing, retail products and services, entertainment options, economic diversity, education, public amenities (e.g., bike lanes, flow trails, recreation center, etc.).

(1) Develop and conduct quality of life survey.

b. The survey will present hypothetical trade-offs.

(1) Identify scenarios that contemplate relocation/redevelopment of properties for highest priority and use.

2. Support development of outreach programs that support the needs of existing, new and prospective residents

a. Provide a variety of housing product and price points in attractive, welcoming neighborhoods that are right-sized to the homeowners' changing needs and lifestyles. *See Goal 1.3 (Housing on page 30)*

b. Provide learning opportunities for all ages.

(1) Partner with LANL and other organizations to provide funding and other support to keep Los Alamos Public Schools at the top of state and national rankings, and encourage instruction, curriculum and programs that nurture the intellectual and emotional health of the community's children.*

(2) Collaborate with LAPS, UNM-LA and other educational resources to explore resources and funding for developing alternative vocational training and mentoring options for students.*

(3) Support the University of New Mexico-Los Alamos (UNM-LA) in their efforts to develop programs and curriculum that generate workforce for LANL, start- businesses and other businesses.

(4) Support development and funding for other learning facilities, including preschools, charter schools, innovation labs and other programs to meet the learning needs of all members of the Los Alamos community.

c. Keep Los Alamos a safe community.

(1) Maintain Los Alamos County's police and fire services to protect the community from crime, fire and other threats.*

*See Section II, Los Alamos County 2018 Snapshot, Quality of Life.

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2. *(continued)* Support development of outreach programs that support the needs of existing, new and prospective residents

d. Foster the Los Alamos County government's role as a trusted, user-friendly, engaging and effective member of the community through development of programs and services to meet the community goals and needs.*

(1) Utilize biannual community survey to define needs, then program accordingly.

e. Create a relocation program service and materials for businesses and individuals (e.g., entrepreneurs, trailing spouses) that desire to move to and work in Los Alamos.

(1) Produce a relocation pamphlet, including a flowchart, for individuals and businesses that desire to move to Los Alamos County.

(2) Collaborate with existing educational and family support organizations to explore resources and funding for programs.

f. Reinstitute a "Newcomers"/"Welcome Wagon" Program to engage singles, trailing spouses and children with employment, recreation, entertainment and civic opportunities.

(1) Assign to Discoveries Action Team #livelosalamos subcommittee members in Los Alamos and White Rock.

g. Facilitate home businesses and telecommuting opportunities for trailing spouses and entrepreneurs. *See Goal 3.1.b. (page 34)*

h. Deliver reliable, high quality broadband service to every property. Coordinate with local broadband provider(s) to facilitate connection to Los Alamos businesses and residences. *See Goal 3.1.c. (page 34)*

i. Enhance and expand recreation opportunities for residents and visitors. *See Section II, Los Alamos County 2018 Snapshot, Capital Improvement Projects (pages 20-21).*

j. Diversify retail opportunities identified in the quality of life survey and pursued as part of economic development. *See Goal 3, Action 3.2.a.(3) (page 34)*

k. Make travel more convenient for Los Alamos residents, and leisure and business travelers by sustaining local and regional transit and by supporting expansion and marketing of the Santa Fe Regional Airport as a hub for the northern New Mexico area. *See Goal 3.2.c. (page 35)*

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*See Section II, Los Alamos County 2018 Snapshot, Quality of Life.

2018 GOAL 3
DIVERSIFY ECONOMY

Grow a separate, complementary economy to LANL

VISION

Los Alamos is a high-tech hotbed, drawing entrepreneurs and start-ups locally and from across the country. Tourism numbers are at an all-time high, with visitors flying in through Santa Fe Regional Airport and shuttling up to stay in one of our five hotels and B&B's over every weekend, supporting our hospitality workforce and new retail businesses.

OBJECTIVE

1) To assess and capitalize on emerging industries and economies, including healthcare, biotechnology, cyber-security/internet infrastructure, tourism and housing.

2) To grow Los Alamos' economy outside of the Laboratory by leveraging workforce talent, emerging expertise and tourism focus to diversify the economy that, in turn, leads to quality of life opportunities, such as retail, restaurants and entertainment.

SUPPORTING ACTIONS AND TACTICS:

1. Target/grow high-tech industry

a. Support creation of a robust entrepreneurial environment, including the following projects and initiatives.

(1) Using NMC model, pilot new technology start-up using LEDA and other funds to construct facilities that can be reused by future start-ups.

(2) Support creation of centers of innovation (e.g., makerspaces, innovation labs), establishing public-private partnerships to secure space, curriculum, funding and management services.

(3) Advocate for infrastructure for uninterrupted cell phone service between Santa Fe and Los Alamos.

(4) Utilize Brand Action Plan's Business and Talent Attraction marketing strategies and tools to increase entrepreneurs and start-ups.

b. Make broadband communication and high-speed internet accessible to the Los Alamos community.

(1) Coordinate with broadband providers to facilitate connections to Los Alamos businesses and residences.

(2) Coordinate with broadband providers to complete "middle mile" connection.

c. Increase economic development funding.

(1) Identify ongoing revenue sources for economic development.

(2) Engage with state and regional economic development sources to identify potential funding.

d. Conduct legislative advocacy to modernize state LEDA statute.

(1) Lobby state legislature to update LEDA to support non-manufacturing businesses and infrastructure.

2. Target/Grow: retail and hospitality industries

a. Implement the comprehensive Tourism Strategic Plan.

(1) Coordinate with the three National Parks, Pajarito Mountain owners and operators, and others to develop/improve cultural and recreation assets, infrastructure, customer experience and marketing to increase tourism visits and overnight stays.

(2) Coordinate with branding, tourism and wayfinding initiatives to instill and reward community pride/ambassadorship through promoting the unique achievements and attributes that make Los Alamos a great place to live, work, play and stay (e.g., LANL innovations, inventions, Los Alamos accolades and rankings); and emphasizing the critical role residents and employees play in the economic prosperity of our town (e.g., participation in Visitor Journey A2D customer service training and Discovery Action Teams).

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2. *(continued)* Target/Grow: retail and hospitality industries

(3) Conduct an incentivized visitor survey to identify gaps in products and services that would improve the visitor experience and encourage relocation and retention.

b. Address blighted and/or vacant commercial properties for sale, lease or development. See *Goal 1.2.c. (Housing on page 30)*

(1) Establish public-private partnerships to convert blighted and/or vacant commercial properties. See *Goal 1.2 (Housing on page 30)*

(2) Attract a developer to construct a full-service hotel and event space in the Los Alamos Townsite.

(3) Continue to solicit new/desired restaurants, services and amenities. See *Goal 2.1 (Quality of Life on page 32)*

c. Complete implementation of the Los Alamos Creative District Master Plan to increase commercial, retail, hospitality and entertainment activities.

(1) Prioritize, phase, fund and implement the Los Alamos Creative District Master Plan.

d. Support expansion of the Santa Fe Regional Airport as a regional hub for air travel.

(1) Participate in Northern New Mexico Air Alliance and the Fly Santa Fe marketing campaign.

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2018 GOAL 4 SUPPORT LANL

Support and retain LANL as the area's best wealth producing employer

VISION

LANL has filled all vacant positions with the world's best and brightest talent. All have found a place to live in Los Alamos that they love and can afford to rent or buy. New and existing restaurants are full of LANL employees both at lunch and dinner, with several breweries, bars and coffee places open late into the evening. Conference and hotel facilities are available to accommodate LANL events in a way that makes it every meeting planner's first choice to host local. The entire community demonstrates pride in LANL and its achievements.

OBJECTIVE

1) Develop amenities to support LANL's recruitment and retention efforts.

2) Develop complementary economies to support LANL's recruitment and retention efforts.

3) Promote Los Alamos as the home of the nation's premier national security and science Laboratory, LANL.

SUPPORTING ACTIONS AND TACTICS:

1. Create an environment to support LANL talent recruitment and retention efforts

a. Facilitate new and expanded housing options, for rent and to buy, to meet the needs of all LANL employees (students, post-docs, retirees and young families). *See Goal 1.3 (Housing on page 30)*

b. Coordinate with LANL HR to identify retail, restaurant, entertainment and services desired by LANL employees. *See Goal 2.1 (Quality of Life on page 32)*

c. Develop and update resource guidebooks to promote local retail, restaurants and services, as well as recreational amenities, events and services. Distribute the guide to existing/potential new LANL employees, students and visitors, via a variety of media. *See Goal 2.2.e (Quality of Life on page 33)*

2. Consider methods to diversify economy that also support the Lab's mission

a. Work with LANL's prime contractor to consider alternate methods to deliver required services.

(1) Identify and pursue LANL services that could be contracted to the County or private vendors, e.g., transit, signage, street markings and others.

(2) Encourage local preference in RFPs for services.

(3) Create partnership to deliver amenities that serve both Lab employees and the community (e.g., health center/wellness services, food truck vendors).

b. Leverage LANL community investment goals to secure policies and programs that incentivize keeping intellectual capital in Los Alamos.

(1) Develop infrastructure that supports emerging business opportunities to include incubator, shared space, makerspaces or other related needs for new businesses.

(2) Facilitate opportunities for local businesses to develop or expand services that provide a local source for LANL.

c. Create space, incentives and a supportive environment for existing, nascent and potential Lab spin-out businesses, as well as science and technology businesses from around the world that are attracted to LANL's global reputation.

(1) Work with LANL and the Feynman Center for Innovation (FCI) to identify spin-out opportunities and industry clusters to target.

(2) Identify properties for office/lab space conversion, and develop a resource for listing/comparing amenities at available properties.

(3) Create incentives and programs to assist spin-out and start-up businesses.

(4) Support completion of the development of the Research Park (Phase 2).

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3. Improve and market hospitality offerings to secure Los Alamos as host town for LANL and external high-tech/ science events

a. Pursue additional hotel and event space.

b. Promote the use of local facilities for events.

4. Continue supporting LANL's regional advocacy programs.

a. Promote and participate in LANL advocacy program.

(1) Contribute funding and participate in the Regional Coalition of LANL Communities, LANL Community Leaders events, Regional Economic Development Initiative (REDI) via the Regional Development Corporation of Northern New Mexico (RDC), plus initiatives of the Feynman Center for Innovation (FCI) at LANL, LANL HR/recruitment initiatives and Congressional Delegation activities related to LANL support for the northern New Mexico region.

b. Promote LANL status and accomplishments.

(1) Incorporate LANL accomplishments in County visitor, talent and business recruitment outreach efforts, coordinating content and schedules with LANL HR, Student Outreach and Communications Divisions.

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IV. ACTION PLAN

The EVSP Action Plan table in the following section segments action items under the four goal areas: housing, quality of life, economic diversification and LANL.

Performance Measures

Once an action plan has been approved, it is important to be able to track and measure the performance of that plan over time. This is critical in ensuring that the plan is meeting its stated objectives, the results are as anticipated and, when necessary, modifications can be made to deal with issues that may arise. Performance measures for evaluating the long-term success of the program include:

- Primary industry earnings per GRT Business Sectors*
- Per capita income and changes in income
- The County's employment rate, the ratio of jobs to labor force
- Changes in tax base, Gross Receipts Tax, Lodgers' Tax, property value, and property tax
- Investment In The Community
    - › Valuation of Residential Building Permits
    - › Valuation of Commercial Building Permits
    - › Valuation of Public Investments (Government and Schools)
    - › Leveraging of Investments
- Affordability of Available Housing for Service Workforce
- Per Capita Retail Sales Over Time GRT Base/Population
- Population
- Citizen surveys of overall satisfaction rates
    - › with Availability of Commercial Services
    - › with Housing Cost/ Quality/ Availability
    - › with Quality of Life
- Financial condition of County government and LAPS

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THE ACTION TABLES INCLUDE:

- Description of actions
- Responsible parties and partners
- Estimated costs
- Potential funding sources
- Implementation timing
  - NT: near term goals 0-3 years
  - MT: mid-term goals 4-7 years
  - LT: long-term goals 8-10 years

***GRT BUSINESS SECTORS:**

Services (including LANL)
Construction
Retail & Food Services
Telecommunications
Manufacturing
Wholesale
Financial Services
Agricultural
Mining
Public Administration
Other

Reasonable and realistic metrics relating to action plans should be developed consistent with these measures. It must be recognized, however, that external factors that are beyond the control or means of the community to affect also have a great deal to do with the outcomes that can be achieved. Informed judgment will be required to assess performance taking into account both the effects of external factors and how they have enabled/ constrained program results.

Goals for performance measures should be updated periodically by the coordinating team. The goals should correspond to the implementation activities planned for the corresponding time frame.

Update Action Plan

Moving forward, EVAT will monitor progress, participate in the EVSP's implementation, and continue to serve as a resource to the county manager on the strategic aspects of the plan. County staff will provide implementation support.

The action team will review the action plan annually and recommend appropriate revisions that advance the goals of the plan, in alignment with the County Council's strategic goals.

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2018 GOAL 1

Increase the availability of housing in the County, both affordable and market rate

VISION

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homeowners demonstrate community pride by maintaining their property and assisting others in the doing the same.

OBJECTIVE

1) To produce a variety of quality housing options, to lease or buy, to meet the defined needs of current and prospective homebuyers.
2) To establish and maintain welcoming neighborhoods that support high property values.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.1	**Define housing demand**						
1.1.a	Establish realistic targets and goals for population and housing	(1)	Conduct Housing Study	CDD	$50,000	CDD	NT
1.1.b	Update housing market study for 2018 to assist in demonstrating the current market conditions and provide support to the development of housing goals for next five years.	(1)					
1.2	**Identify and assess developable properties.**						
1.2.a	Create a list of vacant, underdeveloped and/or blighted parcels.	(1)	Identify all County parcels that are available for development and solicit opportunities based upon analysis of assets.	CDD	$0 Staff Time	Budgeted	NT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.2.a	Create a list of vacant, underdeveloped and/or blighted parcels.	(2)	Identify all infill properties owned by LAC, LAPS & LANL, and determine and coordinate re/development opportunities.	CDD	$0 Staff Time	Budgeted	NT
		(3)	Identify all vacant and/or blighted parcels privately owned by residents.	CDD	$0 Staff Time	Budgeted	NT
1.2.b	Analyze existing County property (vacant and occupied) to determine and recommend highest and best use.	(1)	Develop and implement assessment tool informed by criteria to determine "highest and best use," including return on investment and other metrics.	CDD EDD CMO/Council	$0 Staff Time	Budgeted	NT-MT
1.2.c	Encourage residential development and redevelopment of vacant, blighted or underdeveloped parcels per the Housing Study.	(1)	Identify opportunities to incentivize or otherwise encourage new housing development.	CDD EDD	TBD	EDD	NT
		(2)	Discourage long-term land holding of vacant or underutilized property via a vacant property ordinance, urban redevelopment district or other mechanism.	CMO Council	$0 Staff Time	CMO CDD	NT
1.3	**Produce quality housing to meet demand**						
1.3.a	Facilitate development of mixed-use residential, retail and commercial uses.	(1)	Employ available tools (such as zoning, urban renewal) that support private/public downtown redevelopment initiatives.	CDD EDD LACDC	$0 Staff Time	EDD LACDC	LT
1.3.b	Target the construction of 'right-size' housing that is conducive to that use which, in turn, will make existing larger homes available to young and larger families.	(1)	Develop and implement marketing activities and materials to attract developers.	EDD LACDC	$2,000 (annually)	EDD LACDC	NT
1.3.c	Create the capacity for a broader range of housing products.	(1)	Consider code changes to address alternate sizes.	CDD	$0 Staff Time	CDD	MT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.4	**Provide finance assistance for Affordable Housing**						
1.4.a	Enhance and expand existing housing assistance programs.	(1)	Increase income threshold limits so that more people, including the service industry, can qualify for the Affordable Housing Program.	CDD EDD CMO/Council	$500,000	Land Sales	NT (ongoing)
1.5	**Reinforce neighborhood beautification**						
1.5.a	Continue to support the property maintenance ordinance.		Conduct education and community engagement to raise awareness and encourage property owner investment to address issues pro-actively.	CDD CPR	$1,000 (annually)	CDD	NT (ongoing)
1.5.b	Support stabilization of the condition and overall supply of existing affordable housing stock.		Provide rehabilitation assistance programs.	CDD	$150,000	CDD	NT (ongoing)
1.5.c	Leverage #livelosalamos brand initiative to create community-based neighborhood pride competition or collaboration.		Assign to Discoveries Action Team #livelosalamos subcommittees in LA and WR	Neighborhood residents LAC CDD CPR	NC	Brand Action Plan Budget	NT
1.5.d	Leverage federal and state community beautification program(s).		Initiate application to become an affiliate of the New Mexico Clean & Beautiful program, a partner of the Keep America Beautiful program.	EDD CDD LACDC	TBD	EDD CDD LACDC	NT

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2018 GOAL 2

Define and address quality of life priorities

VISION

Los Alamos is the community of choice as the place to live for workforce and their families, including children, young adults, trailing spouses, entrepreneurs and retirees. Los Alamos children have a full range of learning environments and career paths within the community. Most everyday goods and services are available locally, with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

OBJECTIVE

1) To identify, prioritize and implement the quality of life priorities defined by the community, using a scientific survey process.
2) To Identify, develop and promote programs and services that improve quality of life for residents, with emphasis on children (K-12), young adults, entrepreneurs and trailing spouses.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
2.1	**Conduct a comprehensive quality of life survey of Los Alamos community members, including residents and non-resident employees**						
2.1.a	Purpose of survey is to obtain input from a scientifically valid sample of the community regarding their quality of life priorities, and identify areas of satisfaction, dissatisfaction and gaps. May include topics such as housing, retail, entertainment options, economic diversity, education, public safety and public amenities.	(1)	Develop & conduct quality of life survey	CPR	$75,000	CPR EDD	NT
2.1.b	The survey will present hypothetical trade-offs.	(1)	Identify scenarios that contemplate relocation/redevelopment of properties for highest priority & use.	CMO CDD EDD	$0 Staff Time	CMO CDD EDD	NT-MT
2.2	**Support development of outreach programs that support the needs of existing, new and prospective residents**						
2.2.a	Provide a variety of housing product and price points that are right-sized to the homeowners' changing needs and lifestyles.	(1)	*See Goal 1.3 (Housing on page 30)*	CDD	$0 Staff Time	CDD EDD	NT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
2.2.b	Provide learning opportunities for all ages. See Section II Los Alamos County *2018 Snapshot (Quality of Life on pages 18-21).*	(1)	Partner with LANL and other organizations to provide funding and other support to keep Los Alamos Public Schools at the top of state and national rankings, and encourage instruction, curriculum and programs that nurture the intellectual and emotional health of the community's children.	CMO LAPS	$500,000	Budgeted	NT (ongoing)
		(2)	Collaborate with LAPS, UNM-LA and other educational resources to explore resources and funding for developing alternative vocational training and mentoring options for students.	CMO LAPS UNM-LA	TBD	TBD	MT
		(3)	Support the University of New Mexico-Los Alamos (UNM-LA) in their efforts to develop programs and curriculum that generate workforce for LANL, start-up businesses and other businesses.	CMO EDD LACDC	$0 Staff Time	CMO EDD LACDC	NT (ongoing)
		(4)	Support development and funding for other learning facilities, including preschools, charter schools, innovation labs and other programs to meet the learning needs of all members of the Los Alamos community.	CMO EDD CSD	$0 Staff Time	CMO EDD CSD	NT-MT
2.2.c	Keep Los Alamos a safe community. See Section II Los Alamos County *2018 Snapshot (Quality of Life pages 18-21).*	(1)	Maintain Los Alamos County police and fire services to keep the community safe from crime and fire.	LAPD LAFD	No Additional Staff Time	LAPD LAFD	NT (ongoing)

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
2.2.d	Foster the County's role as a trusted, user-friendly, engaging and effective member of the community through development of programs and services to meet community goals and needs		Utilize biannual community survey to define needs, then program accordingly.	CSD	TBD	CSD	NT
2.2.e	Create relocation program service and materials for businesses and individuals (e.g., entrepreneurs, trailing spouses) that desire to move to and work in Los Alamos.	(1)	Produce a relocation flowchart for individuals and businesses that desire to move to Los Alamos County.	EDD LACDC	Budgeted	EDD Brand Action Plan	NT-MT
		(2)	Collaborate with existing educational and family support organizations to explore resources and funding for programs.				
2.2.f	Reinstitute a *"Newcomers"/"Welcome Wagon"* Program to engage singles, trailing spouses and children with employment, recreation, entertainment and civic opportunities.	(1)	Assign to Discoveries Action Team #LiveLosAlamos subcommittee members in LA and WR	EDD CPR	Budgeted	EDD Brand Action Plan	NT (ongoing)
2.2.g	Facilitate home businesses and telecommuting opportunities for trailing spouses/entrepreneurs.	(1)	**See Goal 3.1.a.: Support creation of a robust entrepreneurial environment. (page 34)**				
2.2.h	Deliver reliable, high quality broadband service to every property.	(1)	**See Goal 3.1.b.: Make broadband communication accessible to the Los Alamos Community by coordinating with broadband providers to complete "middle mile" and local connections.**				
2.2.i	Enhance and expand recreation opportunities for residents and visitors.	(1)	**See Section II, Los Alamos County 2018 Snapshot, Capital Improvement Projects (pgs 20-21)**	CMO EDD CSD	Budgeted	Per Tourism Strategic Plan and CIPs	CMO EDD CSD
2.2.j	Diversify retail opportunities identified in the quality of life survey.	(1)	**See Goal 3.2.a.(3): Conduct an incentivized visitor survey to identify gaps in product and service that would improve the visitor experience, and encourage relocation and retention.**				
2.2.k	Make travel more convenient for Los Alamos residents, and leisure and business travelers.	(1)	Sustain local and regional transit.	PWD	$0 Staff Time Other $ TBD	PWD	NT (ongoing)
		(2)	Support development of long-distance travel options.	**SEE Goal 3.2.d.: Support expansion of the Santa Fe Regional Airport as a regional hub for air travel.**			

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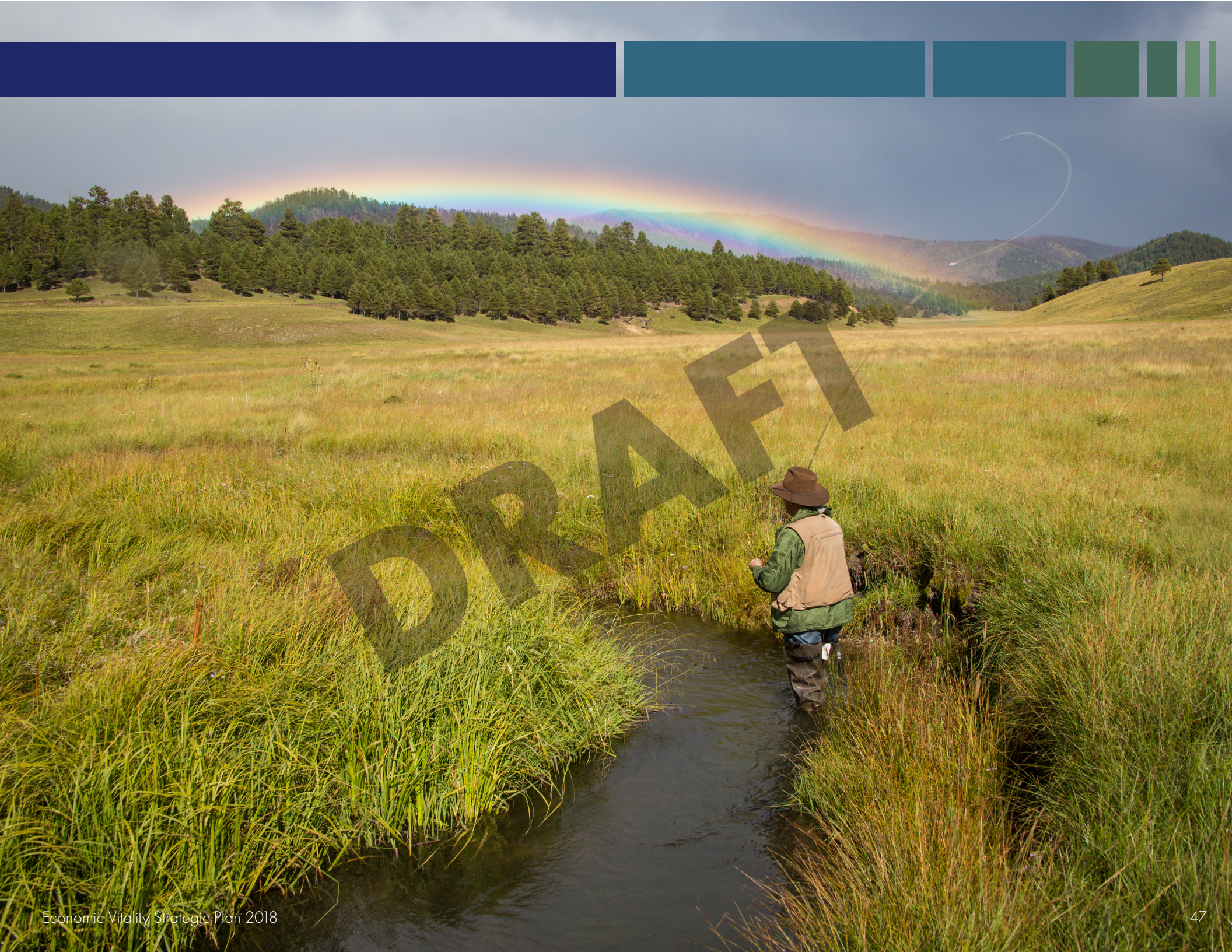
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2018 GOAL 3

Grow a separate, complementary economy to LANL

VISION

Los Alamos is a high-tech hotbed, drawing entrepreneurs and start-ups locally and from across the country. Tourism numbers are at an all-time high, with visitors flying in through Santa Fe Regional Airport and shuttling up to stay in one of our five hotels and B&B's over every weekend, supporting our hospitality workforce and new retail businesses.

OBJECTIVE

1) To assess and capitalize on emerging industries and economies, including healthcare, biotechnology, cyber-security/internet infrastructure, tourism and housing.
2) To grow Los Alamos' economy outside of the Laboratory by leveraging workforce talent, emerging expertise and tourism focus to diversify the economy that, in turn, leads to quality of life opportunities, such as retail, restaurants and entertainment.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.1	Target/grow high-tech industry						
3.1.a	Support creation of a robust entrepreneurial environment.	(1)	Using NMC model, pilot new technology start-up using LEDA and other funds to construct facilities that can be reused by future start-ups.	EDD LACDC	$1-2 million	NMEDD (LEDA grants) private sector	NT-MT
		(2)	Support creation of centers of innovation (e.g., makerspaces) establishing public-private partnerships to secure space, curriculum, funding and management services.	EDD LACDC	TBD	EDD LACDC	MT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.1.a	Support creation of a robust entrepreneurial environment.	(3)	Advocate for infrastructure for uninterrupted cell phone service between Santa Fe and Los Alamos.	EDD	$0 Staff Time	Private Sector Municipalities Telecom partners	LT
		(4)	Utilize Brand Action Plan's Business and Talent Attraction marketing strategies and tools to increase entrepreneurs and start-ups.	EDD	Budgeted	EDD Brand Action Plan	NT (ongoing)
3.1.b	Make broadband communication and high-speed internet accessible to Los Alamos community.	(1)	Coordinate with local broadband provider(s) to facilitate connections to Los Alamos businesses and residences.	EDD	$2 million	EDD	NT
		(2)	Coordinate with a broadband provider to complete "middle mile" connection.				MT
3.1.c	Increase economic development funding.	(1)	Identify ongoing revenue sources for economic development.	CMO/Council LACDC RDC	$500,000 (annually)	LAC	NT (ongoing)
		(2)	Engage with state and regional economic development sources to identify potential funding sources.	EDD LACDC	TBD	NMEDD	NT
3.1.d	Conduct legislative advocacy to modernize state LEDA statute.	(1)	Lobby state legislature to update LEDA to support non-manufacturing businesses and infrastructure.	CMO	$0 Staff Time	CMO	LT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.2	Target/grow retail and hospitality industries						
3.2.a	Implement the comprehensive Tourism Strategic Plan.	(1)	Coordinate with the three National Parks, Pajarito Mountain owners and operators, and others to develop/improve cultural and recreation assets, infrastructure, customer experience and marketing to increase tourism visits and overnight stays.	LAC LACDC	Budgeted	CMO Tourism Strategic Plan	NT (ongoing)
		(2)	Coordinate with branding, tourism and wayfinding initiatives to instill and reward community pride/ambassadorship, promoting the unique achievements and attributes that make Los Alamos a great place to live, work, play and stay (e.g., LANL innovations, inventions, Los Alamos accolades and rankings), and emphasizing the critical role residents and employees play in the economic prosperity of our town (e.g., participation in Visitor Journey A2D customer service training and Discovery Action Teams.)	EDD CPR	Budgeted	CMO Brand Action Plan Tourism Strategic Plan	NT (ongoing)
		(3)	Conduct an incentivized visitor survey to identify gaps in products and services that would improve the visitor experience and encourage relocation and retention.	EDD	Budgeted	EDD (tourism contracts)	NT (ongoing)

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.2.b	Address blighted and/or vacant commercial properties for sale, lease or development. *See Goal 1.2 (Housing on page 30)*	(1)	Establish public-private partnerships to convert blighted and/or vacant commercial properties. *See Goal 1.2 (Housing on page 30)*	EDD CDD	$10 million	EDD CDD	LT
		(2)	Attract a developer to construct a full-service hotel and event space in the Los Alamos Townsite.	EDD	$2 million	EDD	NT-MT
		(3)	Continue to solicit new/desired restaurants, services and amenities. *See Goal 2.1.a. (Quality of Life on page 32)*	EDD	$5,000 (annually)	EDD	NT
3.2.c	Complete implementation of the Los Alamos Creative District Master Plan to increase commercial, retail, hospitality and entertainment activities.	(1)	Prioritize, phase, fund and implement the Los Alamos Creative District Master Plan	EDD LACDC	Budgeted	EDD (MainStreet Contracts)	NT (ongoing)
3.2.d	Support expansion of the Santa Fe Regional Airport as a regional hub for air travel.	(1)	Participate in the Northern New Mexico Air Alliance and the Fly Santa Fe marketing campaigns.	EDD LACDC	$50,000 (annually)	EDD	NT (ongoing)

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2018 GOAL 4

Support and retain LANL as the area's best wealth producing employer

VISION

LANL has filled all vacant positions with the world's best and brightest talent. All have found a place to live in Los Alamos that they love and can afford to rent or buy. New and existing restaurants are full of LANL employees both at lunch and dinner, with several breweries, bars and coffee places open late into the evening. Conference and hotel facilities are available to accommodate LANL events in a way that makes it every meeting planner's first choice to host local. The entire community demonstrates pride in LANL and its achievements.

OBJECTIVE

1) Develop amenities to support LANL's recruitment and retention efforts.
2) Develop complementary economies to support LANL's recruitment and retention efforts.
3) Promote Los Alamos as the home of the Nation's premier national security and science Laboratory, LANL.

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
4.1	Create an environment to support LANL talent recruitment and retention efforts						
4.1.a	Facilitate new and expanded housing options, for rent and to buy, to meet the needs of all LANL employees (students, post-docs, retirees and young families).	(1)	See Goal 1.3: Produce quality housing to meet demand.				
4.1.b	Coordinate with LANL HR to identify retail, restaurant, entertainment and services desired by LANL employees.	(1)	See Goal 2.1: Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees.				

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
4.1.c	Develop and update resource guidebooks to promote local retail, restaurants and services, as well as recreational amenities, events and services, and distribute the guide to existing/ potential new LANL employees, students and visitors, via a variety of media.	(1)	**See Goal 2.2.e: Reinstate and "newcomer"/"welcome wagon" program to engage singles, trailing spouses and children with employment, recreation, entertainment and civic opportunities.**				
4.2	**Consider methods to diversify economy that also support the Lab's mission**						
4.2.a	Work with LANL's prime contractor to consider alternate methods to deliver required services.	(1)	Identify and pursue LANL services that could be contracted to the County or private vendors (e.g., transit, signage, street markings and others).	CMO LANL/DOE	$0 Staff Time	N/A	NT
		(2)	Encourage local preference in RFPs for services.				
		(3)	Create partnership to deliver amenities that serve both Lab employees and the community (e.g., health center/wellness services, food truck vendors).	**See Goal 2.1: Define and address quality of life priorities. (page 32)**			
4.2.b	Leverage LANL community investment goals to secure policies and programs that incentivize keeping intellectual capital in Los Alamos.	(1)	Develop infrastructure that supports emerging business opportunities to include incubator, shared space, makerspace or other related needs for new businesses.	**See Goal 3.1.a: Support creation of a robust entrepreneurial environment. (page 34)**			
		(2)	Facilitate opportunities for local businesses to develop or expand services that provide a local source for LANL.	EDD LACDC	TBD	TBD	LT

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
4.2.c	Create space, incentives and a supportive environment for existing, nascent and potential Lab spin-out businesses, as well as science and technology businesses from around the world that are attracted to LANL's global reputation.	(1)	Work with LANL and the Feynman Center for Innovation (FCI) to identify spin-out opportunities and industry clusters to target.	**SEE Goal 3.1: Grow a separate, complementary economy to LANL. (pages 34-35)**			
		(2)	Identify properties for office/lab space conversion, and develop a resource for listing/comparing amenities at available properties.				
		(3)	Create incentives and programs to assist spin-out and start-up businesses.				
		(4)	Support completion of the Research Park (Phase 2).				
4.3	**Improve and market hospitality offerings to secure Los Alamos as host town for LANL and external high-tech/science events**						
4.3.a	Pursue additional hotel and event space.	**See Goal 3.2.b (2): Attract a developer to construct a full-service hotel and event space. (page 35) AND Goal 2.1: Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees. (page 32)**					
4.3.b	Promote the use of local facilities for events.						

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
4.4	**Continue supporting LANL's regional advocacy programs.**						
4.4.a	Promote and participate in LANL advocacy programs.	(1)	Contribute funding and participation in the Regional Coalition of LANL Communities, LANL Community Leaders events, Regional Economic Development Initiative (REDI) via the Regional Development Corporation of Northern New Mexico (RDC), plus initiatives of the Feynman Center for Innovation at LANL, LANL HR/recruitment initiatives and Congressional Delegation activities related to LANL support for the northern New Mexico region.	CMO	$250,000	CMO (RDC contract RCLC JPA)	NT (ongoing)
4.4.b	Promote LANL status and accomplishments.	(1)	Incorporate LANL accomplishments in County visitor, talent and business recruitment outreach efforts, coordinating content and schedules with LANL HR, Student Outreach and Communications Divisions.	EDD	$0 Staff Time	EDD (Ad Budget)	NT (ongoing)

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APPENDIX A

Strengths, Weaknesses, Opportunities & Threats (SWOT) For Economic Development

05-17-2017

STRENGTHS	WEAKNESSES
Quality of Life: Weather Safety/low crime Outdoor lifestyle **Bus Service** (in town and regional) **Hospital** **Gateway to 3 National Parks** **Seniors:** Retirement Destination Senior Centers Dial a ride Volunteer sources **LANL attributes:** High Incomes PHD/educated populace/workforce R&D infrastructure Feynman Center Continual Hiring "churn" **NM Consortium** (R&D, Source of startups) **Outstanding Schools:** K-12/UNM-LA **Small community/urban feel** (diversity) **Top 10 publicity**	**Lack of opportunities for trailing spouses** **Availability and Quality of Housing** **Broadband limitations** **Amenities:** Leakage Shopping Hotels Restaurants **Geographic location** **Aging demographic** **Company town** **Service industry workforce** **Lack of commercial space for startups:** Price per sq ft size of spaces **Vacant homes** **Low property tax rate** (commercial) **Vacant commercial spaces** **Population level** (less than 20,000) **Lack of developable private land**
OPPORTUNITIES	**THREATS**
Tourism economy **Branding** **Airport** **Defined Downtown** **Attract/retain retirees** **Cultural/educational opportunities** **Community foundation** **Culture of entrepreneurism** **Manhattan National Park** **Land transfer parcels** **History – different eras** **Tech spin-off/startup culture** **Urban redevelopment/housing opportunities** **UNM-LA growth**	**Air Service** **Anti-development N.I.M.B.Y.** **Resistance to change** **Anti-donation law** **Company town** (lack of diversification) **Broadband** **NM rankings** (negative rep) **Uncertainty of LANL:** Budget (federal) Hiring Spending (GRT) Security needs **Competition from surrounding communities** **Congressional impact on tech transfer**

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APPENDIX B

EVSP 2018 Coordinating Initiatives

The EVSP will be implemented in coordination with the following complementary plans and initiatives adopted or accepted by the County Council:

- **County Council's Strategic Priorities.** Working to the vision—"Los Alamos is a world-renowned community where discovery and innovation are inspired by its dramatic history and magnificent mountain setting. We offer extraordinary educational, recreational, and cultural opportunities in a vibrant, small-town atmosphere"—this plan establishes community goals that guide the work priorities of County departments in the areas of economic development, quality of life and quality governance. **losalamosnm.us /County Council**

- **Comprehensive Plan.** Described on page 22 Section II Los Alamos County 2018 Snapshot under Economic Development or go to **losalamosnm.us and search Community Development.**

- **Brand Action Plan.** Described on page 23 or go to **wherediscoveriesaremade.com.**

- **Tourism Strategic Plan.** Described on page 23 Section II Los Alamos County 2018 Snapshot under Economic Development or go to **wherediscoveriesaremade.com.**

- **Wayfinding Plan.** Described on page 11 under EVSP2010 Progress Report, 2010 Goal 3: or go to **wherediscoveriesaremade.com.**

- **Homebuyer Assistance Program.** Described on page 12 under EVSP2010 Progress Report, 2010 Goal 4: Increase the availability of housing in the County, both affordable and at market rate or go to **losalamosnm.us and search Housing.**

- **Home Renewal Program.** Described on page 12 under EVSP2010 Progress Report, 2010 Goal 4: Increase the availability of housing in the County, both affordable and at market rate or go to **losalamosnm.us and search Housing.**

- **MainStreet District Program.** Los Alamos MainStreet (a Los Alamos Commerce and Development Corporation program) is accredited by the State's MainStreet Program (NMMS) under the New Mexico Economic Development Department (NMEDD) and recognized by the National Main Street Center (NMSC). Administered via a joint Memorandum of Agreement with NMEDD/NMMS, LACDC/LAMS and Los Alamos County, the County also funds a contract with Los Alamos MainStreet to maintain all training and reporting requirements, manage a MainStreet Futures committee, execute events according to the NMSC's Main Street Four-Point Approach, administer both small project grants and Facade Improvement Loans and, when available, Capital Outlay grants for downtown improvements within the District. **losalamosmainstreet.com**

- **Creative District Master Plan.** The Los Alamos Creative District is designated by the New Mexico Arts and Cultural Districts to promote arts and culture as an enhancement to local economies and quality of life, and is supported by the State's Economic Development, Tourism and Cultural Affairs departments, MainStreet Program, New Mexico Arts, the Historic Preservation Division, the Museums of New Mexico Foundation, the McCune Charitable Foundation and the New Mexico Humanities Council. Los Alamos is one of the only designated Creative District due to the influence of science and technology on its arts and culture scene. The district boundary overlays the MainStreet District in downtown Los Alamos. Los Alamos MainStreet executes the Creative District Master Plan events as part of its MainStreet contract with the County. **creativelosalamos.com.**

- **USDA/Strong Economies Together (S.E.T.) Plan.** S.E.T., is a joint initiative between the Western Regional Rural Development Center at Utah State University, New Mexico State University (NMSU) Cooperative Extension and USDA Rural Development (RD) to provide assistance in community and economic development planning. The Mid-Central Rural Corridor partners from Los Alamos, Sandoval and Bernalillo counties are submitting a strategic plan for the region in 2018 **wherediscoveriesaremade.com**

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APPENDIX C

Acronym Definitions

ACT Atomic City Transit

ADR Average Daily Rate *(lodging establishment metric)*

B&B Bed and Breakfast lodging

CDD Los Alamos County Community Development Department

CPR Los Alamos County Communications and Public Relations

CSS Citizen Self Service internet portal for County permitting

DOE U.S. Department of Energy

EDD Los Alamos County Economic Development Division

EM Office of Environmental Management (under DOE)

ESD Los Alamos County Environmental Services Division

EVAT Economic Vitality Action Team

EVSP Economic Vitality Strategic Plan

FCI Richard P. Feynman Center for Innovation, tech-transfer area of LANL

FSN Family Strengths Network

GRT Gross Receipts Tax

HAP Homebuyer Assistance Program

HR Los Alamos County Human Resources

HRP Home Renewal Program

ICSC International Council of Shopping Centers

LA Los Alamos (community)

LACDC Los Alamos Commerce and Development Corporation

LAC Los Alamos County

LAFD Los Alamos Fire Department

LAMS Los Alamos MainStreet

LANL Los Alamos National Laboratory

LANS Los Alamos National Security (LANL primary contractor consortium 2006-2018)

LAPS Los Alamos Public Schools

LEDA Local Economic Development Act

LEED Leadership in Energy and Environmental Design certification

LT Long-term (8-10 years) estimated time line for implementation

MFA Mortgage Finance Authority

MPNHP Manhattan Project National Historical Park

MT Mid-term (4-7 years) estimated time line for implementation

N3B N3B Los Alamos, LANL's environmental management contractor hired in 2018

NCRTD North Central Regional Transit District

NMC New Mexico Consortium

NMEDD New Mexico Economic Development Department

NMMS New Mexico MainStreet

NNSA National Nuclear Security Administration

NPS National Park Service

NT Near Term (0-3 years) estimated time line for implementation

PWD Los Alamos County Public Works Department

QOL Quality of Life

RDC Regional Development Corporation of Northern New Mexico

RECon Annual conference of ICSC

REDI Regional Economic Development Initiative

REDINet Broadband infrastructure serving Northern New Mexico

RFP Request For Proposal

SRO Site Resource Officer (local police officers stationed at schools)

STR Smith Travel Accommodations Report, a private lodging trends company

VAF Venture Acceleration Fund (a competitive funding program for start-up businesses administered by RDC)

WR White Rock (community)

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2018 LOS ALAMOS COUNTY COUNCIL

DAVID IZRAELEVITZ
COUNCIL CHAIR

JAMES CHROBOCINSKI
COUNCILOR

SUSAN O'LEARY
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LEARN MORE

For more information on Los Alamos County Economic Development, contact:

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SHARE IN THE EXPERIENCE

For information on the Los Alamos County community experience, go to:
WHEREDISCOVERIESAREMADE.COM

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