



**LOS ALAMOS**  
where discoveries are made  
**FY20 Work Plan for  
Los Alamos County  
Boards and Commissions**

**(Fiscal Year 2020: July 1, 2019 – June 30, 2020)**

**Board and Commission Name: Community Development Advisory Board**

**Date prepared: March 18, 2019      Date approved by Council: TBD**

**Prepared by: CDAB**

**This work plan will be accomplished in the following time frame:  
July 1, 2019 to June 30, 2020**

**Chairperson: Catherine Ozment**

**Members and terms:**

Table is added to provide a quick summary of the members, dates serving and term.

<b>Member</b>	<b>Start/End Dates</b>	<b>Term</b>
<b>Catherine Ozment</b>	<b>8/15/2018 – 8/14/2020</b>	<b>1</b>
<b>Andrea Pistone</b>	<b>8/15/2018 – 8/14/2019</b>	<b>1</b>
<b>William Dai</b>	<b>8/15/2018 – 8/14/2019</b>	<b>1</b>
<b>Cindy Hollabaugh</b>	<b>8/15/2018 – 8/14/2020</b>	<b>1</b>
<b>Jaime Kennedy</b>	<b>8/15/2018 – 8/14/2020</b>	<b>1</b>
<b>Denise Derkacs</b>	<b>8/15/2018 – 8/14/2019</b>	<b>1</b>
<b>Aaron Walker</b>	<b>8/15/2018 – 8/14/2020</b>	<b>1</b>

**Department Director:** Paul Andrus, Community Development Department

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

**Staff Liaison:** Paul Andrus, Community Development Department

**Administrative Support provided by:** Barbara Lai, Senior Management Analyst

**Council Liaison:** Antonio Maggiore

**Reviewed by Council Liaison?** Yes

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

CDAB has been meeting since August 2018. Several items from the FY19 Work Plan have been completed or are in progress.

- Complete: Review documentation of past notices of violation and courtesy letters, including summary data and additional information at the level of detail requested by Board members. Staff provided maps of compliance cases in aggregate and over time.
- Complete: Review historical and current information related to public response, including LAC Community Survey results from 2016 and 2018 related to code enforcement.
- In progress: Review Chapter 18 of the County Code and Chapters 10 and 16, and any other applicable chapters of the County Code, as relevant to code enforcement efforts.
  - CDAB has approved and is implementing a process for this review that will lead to recommendations for Council in FY20. See 2.1 for detail.
- In progress: Review policies, procedures, and on-the-ground practices for County staff, and other elements of the Los Alamos County Code Compliance program as requested by Board members.
  - CDAB has identified several areas for additional consideration and collaboration with CDD staff, but more may emerge as this review continues. See 2.1.

During meetings, County staff have answered many questions from the board related to the ongoing review of documentation, policies, and on-the-ground practices. As a result, county code compliance staff have made proactive improvements that did not require formal recommendations to Council.

- Clarify role of CDD vs police for enforcement on public right-of-way.
- Calibrate amount of evidence considered actionable for compliance intervention.
- Begin efforts to document areas inspectors have visited.
- Continue to refine the courtesy letter, which has resulted in more phone calls from residents to discuss issues and resolution with staff.

As a new board, CDAB’s first work plan provided an initial framework that included all goals from the enabling ordinance. In practice, the Board’s priority was to establish an informed foundation. Thus, the first months focused on the review of historical and ongoing code cases, presentations from CDD staff and the County Attorney’s office, and understanding how code compliance is intertwined with other issues throughout the county.

CDAB’s purpose is to recommend to Council changes to code and/or policy that will be appropriate and effective for Los Alamos County. Perhaps the most important lesson learned

in our first six months is that the grey areas of interpreting and applying property maintenance codes pose the greatest challenge to accomplishing our goal.

Interactions within the board and with the public have shown us that there is often an easy path to consensus on cut-and-dried cases. However, things become murkier when we consider cases and ordinances that require subjective judgement calls. We have had to question how to define public interest, where to draw the line between public interest and personal preference, and what constitutes a true health and/or safety hazard. We continue to discuss what to catch in the net of public policy and how to balance the different circumstances and needs of various neighborhoods throughout the county. These difficult conversations highlight a fundamental challenge that CDAB, and County Council, must eventually confront: in many cases, property maintenance codes touch on personal priorities, economic challenges, and aesthetic preferences, and those are difficult to legislate in a close-knit community like Los Alamos.

CDAB ambitiously seeks to facilitate a community-wide conversation about the values and expectations residents want to drive our code compliance program. However, the Board remains aware that our recommendations to Council must also be informed by the legal, historical, and personal complexities that made implementing this program so difficult to begin with. It is with those challenges in mind that CDAB moves into FY2020.

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

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

CDAB's primary goal, as stated in the enabling ordinance, is "to make recommendations to County Council regarding the development, implementation, and enforcement of county property maintenance codes within the corporate boundaries of the county." The FY19 Work Plan indicates that these recommendations may include "possible changes and definitions to the County Code and compliance efforts."

#### Projects in progress from FY19 Work Plan

- Review all monthly property maintenance code enforcement reports including courtesy letters, notices of violation, citations, and photographic evidence, and receive additional information on these reports, including quarterly summaries, from staff as requested.
- Review Chapter 18, relevant ordinances from Chapters 10 and 16, and other relevant sections of County Code.
  - CDAB approved and is implementing a process for this review that begins with open-ended discussion of a few ordinances at each meeting, in which

board members consider ideal goals of an ordinance and identify unintended consequences of certain policies. These discussions draw on both philosophical perspectives and examples from actual code cases. The review process continues with extensive public outreach and a consideration of codes in other communities, and ends with informed recommendations to Council. Identification of relevant ordinances outside Chapter 18 is ongoing.

- Review policies, procedures, and on-the-ground practices for County staff, and other elements of the Los Alamos County Code Compliance program as requested by Board members.
  - As a result of this ongoing review, CDAB has identified a number of areas for additional inquiry to determine whether recommendations to Council are appropriate at this time. For example, the board is looking closely at how complaints are handled, how best to achieve “equal enforcement,” and how different zoning and neighborhood types affect enforcement efforts.
- Review codes, policies, and procedures from other cities and counties.
  - A subquorum working group has been assigned to conduct this preliminary research (see 5.0). The group will report back with context from other communities before the board begins drafting possible changes to LAC Code and/or recommendations to Council.

Projects from FY19 Work Plan expected to begin in FY20

- Recommend programs to inform the community about property maintenance code requirements.
  - Review current and past County efforts to inform the community about code requirements.
- Recommend programs and policies for positive outreach activities, including but not limited to assistance programs, citizen volunteer groups, or county-sponsored clean-up activities.

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

Guiding documents include the County Boards and Commissions Ordinance; Chapter 18 (Environment) of the Los Alamos County Code of Ordinances; and Los Alamos Code Ordinance No. 02-285. In addition, portions of Chapter 10 (Buildings and Building Regulations), Chapter 16 (Development Code), and any other applicable Chapters of the County Code as they relate to property maintenance code enforcement and other purposes of this committee.

<b>2.3 Other projects/assignments proposed by the Board or Commission: (<i>Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.</i>) To assist with Council review of the work plans, please list the B&amp;C’s proposed projects or assignments in priority order.</b>
--

In FY20, CDAB will continue to work through the goals set by Council in the 2018 enabling ordinance and identified in the FY19 Work Plan.

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

**Environmental Sustainability Board:** FY2020 brings CDAB a variety of opportunities to collaborate with and learn from ESB. CDAB hopes to work with ESB to coordinate projects, such as community clean-up days, that advance shared goals. Additionally, ESB can help identify existing resources to assist community members with property maintenance and may be able to collaborate if CDAB recommends new programs. ESB also oversees programs that can affect residents' ability to comply with property maintenance codes—such as brush collection and reduced access to recycling—so it will be essential for the two boards to understand how those issues interact. The ESB liaison to CDAB is Warren Mazanec.

Work with ESB and Parks and Rec to educate the public and increase awareness regarding the use of pesticides and herbicides.

**Planning & Zoning:** Per recommendation from Attorney's office, any recommendations that would change Chapter 16 will be presented to P&Z before Council. P&Z oversees issues that can affect residents' ability to comply with Chapter 18 property maintenance codes, so it will be essential for CDAB to ensure any solutions recommended to Council are properly contextualized with P&Z's concerns.

Task is added to ensure that the 3 boards work together as a team to develop a policy and public education program.

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

Because this is a relatively new Board, and a timeline and schedule for specific public outreach activities has not yet been approved by the Board, this section will be completed in detail at a later date. Associated costs to carry out any public outreach plan may require additional time, staff, resources and a possible budget request in order to support advertising for public meetings, surveys, or advancing other recommendations. The plan will be discussed in April and May and is expected to be prepared by the Board's Communications and Outreach committee. It may also require some interaction with Council to agree upon what will be an acceptable level of public involvement, prior to any final recommendations going to the Council for possible Code changes.

CDAB plans to schedule frequent public involvement functions to gather input from the community about possible changes to the code. Options include the County's farmer's market and summer concert booths and use of the County's Open Forum web interface, as well as town halls, forums, and other opportunities for in-person outreach.

Working with code compliance staff, CDAB may hold public meetings to inform the community of property maintenance requirements and processes for resolving issues.

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

CDAB has assigned the following subquorum working groups, but may create more as the need arises:

**Public outreach and communication:** Aaron Walker, Cindy Hollabaugh, Denise Derkacs

**Review of codes in other communities:** Denise Derkacs, Jaime Kennedy

**Inspection routes:** Andrea Pistone, Jaime Kennedy, William Dai

\*This group's goal is to consider policy and procedure recommendations to address concerns about selective enforcement, including possible inspection routes and other alternatives to the current process. CDAB views this as a relatively short-term project. After drafting recommendations for the Board to consider bringing to Council, this group will shift their attention to identifying volunteer and community resources.

**Volunteer and community resources:** Andrea Pistone, Jaime Kennedy, William Dai

\*This group's goal is to identify resources from the County as well as local volunteer groups that are available to help residents resolve property maintenance issues. Combined with CDAB's insight gained from ongoing review of cases, this information will enable the board to identify gaps in support and recommend new programs if needed.

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

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

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

**Mark all that apply on the chart on the following page.**

(From 2019 Strategic Leadership Plan)

**ARTICLE XV. - COMMUNITY DEVELOPMENT ADVISORY BOARD**

**Sec. 8-301. - Purpose.**

A community development advisory board is established in order to make recommendations to county council regarding the development, implementation, and enforcement of county property maintenance codes within the corporate boundaries of the county.

(Ord. No. 02-285, § 2, 5-15-2018)

**Sec. 8-302. - Membership, terms and qualifications.**

- (1) The community development advisory board shall be composed of seven citizens with an attempt to provide equal representation from both the Los Alamos townsite and the White Rock community. No board member shall be appointed that is an employee of the county, either as staff or by contractor. Members shall be appointed by the county council for staggered terms of three years. Three initial appointments shall expire after one year. The determination of which initial expiring appointments will be decided by the council chairperson at the time of appointment. Vacant board positions will be appointed by the county council. The remaining four members on the board will expire their term after two years and rotation of appointments shall continue. Board members can be reappointed for no more than two terms.
- (2) Each member of the community development advisory board shall file a complete list of real estate interests in the county held by the member and, to the extent possible, a complete list of real estate interests in the county held by any person related to the member within the third degree of consanguinity or affinity (natural or adopted children, parents, brothers, sisters, aunts, uncles, nieces, nephews, grandchildren, grandparents, great-grandchildren, great-grandparents). The list shall include participation in partnerships, limited partnerships, syndications, joint ventures, etc., for the purpose of investment in real estate interests. The list shall be filed during the month of April of each year with the county manager and retained as required by the state Public Records Act, NMSA 1978, 14-3-1 et seq. A member of the community development advisory board is disqualified from participating or voting on any matter which would result in a substantial change, either increase or decrease, in the value of any real estate interests owned by the member or the real estate interests of any person related to the member within the third degree of consanguinity or affinity. Further, a member of the community development advisory board is disqualified from participating or voting on any matter which would result in a substantial change, either increase or decrease, in the values of real estate interests owned by others with whom the member has a business or professional relationship with respect to the matter under consideration.

(Ord. No. 02-285, § 2, 5-15-2018)

**Sec. 8-303. - Duties and responsibilities.**

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

- (1) Making of recommendations to the county council regarding:
  - a. Policies for the development, implementation and enforcement of county property maintenance codes;
  - b. Recommend possible changes and definitions to the county code relating to CDD and Code Enforcement efforts; and
  - c. Recommend programs and policies for community development with regard to positive outreach activities, such as assistance programs, citizen volunteer groups, and county sponsored clean-up activities.

- (2) Receive and provide citizen input to staff and county council on ways and means for improving the county's property maintenance and code enforcement program. For this purpose, the community development advisory board shall gather public input in ways appropriate to the circumstances, which may include public meetings dedicated to specific topics.
- (3) Recommend ways to involve and educate the community on property maintenance issues.
- (4) Receive all monthly property maintenance code enforcement reports including issued notices of violation and citations and photographic evidence, and review as appropriate.
- (5) Report to county council as requested by council on community development advisory board findings, activities, and recommendations.
- (6) Such other activities, duties and responsibilities related to community development department activities as may be assigned by the county council.

(Ord. No. 02-285, § 2, 5-15-2018)



<b>Communication and Transparency</b>	
<b>Ongoing Improvement in Communication and Transparency in County Policy Setting</b>	
<b>Increasing the Amount and Types of Housing Options</b>	
This includes a variety of housing options for all segments of the community, from affordable, entry level, and live-work housing to new options for those interested in downsizing or moving closer to central areas of the community.	
<b>Enhancing Support and Opportunities for the Local Business Environment</b>	
This includes appropriate support for existing businesses, growing new businesses, and supporting technology start-ups and spin-offs.	X
<b>Addressing Long-Term Building Vacancies in Key Areas of Our Community</b>	
Land availability in Los Alamos County, and in particular the downtown areas, is limited and there is a desire to work towards better utilization, opportunities for new businesses, and improved aesthetics.	X
<b>Protecting and Maintaining Our Open Spaces, Recreational, and Cultural Amenities</b>	
Los Alamos County open spaces and cultural attractions are greatly valued by the community provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.	
<b>Supporting Social Services Improvement</b>	
Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of county support could help address current needs.	X
<b>Investing in Infrastructure</b>	
Appropriately balancing maintenance of existing infrastructure with new investment in county utilities, roads, facilities and amenities will help improve environmental stewardship, sustainability, and quality of life.	
<b>Planning for Appropriate Levels of County Services</b>	
Making sure we understand the level of services our citizens want will allow us to make appropriate investments in processes and staff to achieve them.	X

CDAB is added to two Council goals to ensure collaboration and communication on overlapping responsibilities.