

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/ Deadline
Increasing the amount and types of housing options	Develop and launch Home Renewal and Home Buyer programs	For Home Renewal Program 2018 Phase 3, 4 applications have been approved and work is underway. Work completed on 8 homes in 2018 from the 2016 and 2017 project rounds. For 2019, 8 of the received applications will be forwarded to the loan committee for review. Work includes improvements for energy efficiency, accessibility and general repairs. 13 home purchases under the Home Buyer Assistance program have been completed since program launch in Nov. 2017.	CDD	On Going; Requested Funding for FY21
	New Housing Development: Be responsive to potential partnerships that will produce new housing units in the County	Renovation at Oppenheimer & Trinity to convert 8 offices into apartments is wrapping up. The Hill apartment complex on former DOE site south of Trinity (DOE Parcel A-13) will add 149 units. T2 Development will build 44 units on Arkansas at the site of the former Black Hole property. A Quemazon infill project, along with various infill projects throughout North Community on small parcels privately owned, will collectively add 15 units to Los Alamos by 2020. A parcel owned by the Visiting Nurses was sold to a private developer Fall 2019 and will add 100 units.	CDD	2020 2021
	New Housing Development: Produce new housing units for seniors, workforce, and families as part of the A-19 Development	Mirador subdivision (DOE Parcel A-19 in White Rock) got underway in 2019, which once completed will add 161 houses built by Raylee Homes. The second phase of the development will involve a mixed-use project just west of the White Rock Visitor Center, including 60 units of multi-family rental units.	CDD	2020 2021
	Market County-owned parcels for workforce and senior housing	Canyon Walk Apartments by Bethel (DP Rd near Fire Training Tower) – land sale completed for this DOE Parcel A-9 for affordable housing under State's Tax incentive program. Site plans at final review Winter 2019 with a deadline for Bethel to build out the parcel by Fall 2020. This will add 70 low income qualified units expected to be well suited for workforce housing, given close proximity to public transit, Smiths and Mari Mac jobs. Another 64 units qualified for a second State Tax incentive under the same developer (Bethel) for "The Bluffs" on DOE Parcel A-8 on DP Rd. The second project will be affordable housing for seniors.	CDD	2020 2021
	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	County and Schools kicked off a joint study/project in Nov. 2019 to bring housing to Schools-owned land on North Mesa (east of the Middle School). The State legislature funded \$475,000 in a capital outlay bill passed this year toward the project; the funds will be used to address infrastructure needs.	CMO	2020 2021

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Increasing the amount and types of housing options	Housing Study	Hired a consultant Summer 2019 to produce a housing study that examines appropriate mix of housing types, price ranges, ownership options, and sizes, to inform future land sale decisions. Study will be presented to Council Dec. 3. <i>Cross-cutting impacts: Business Environment; Infrastructure; Long-term Vacancies.</i>	CDD	2020
	Stand up the Land Use Committee	Committee was formed Feb. 2019 and meets regularly to address issues such as strategic land use for businesses, housing, open space, egress and identifying land transfer options for additional parcels. <i>Cross-cutting impacts: Business Environment; Infrastructure; Open Space, Recreational, and Cultural Amenities; Long-term Vacancies.</i>	CMO Council	Complete: Committee Stood Up 02/19
	Pursue land trust options for affordable housing	As a potential addendum to the housing study or a stand-alone investigation, explore how a land trust or similar property ownership could effect lower prices for income-qualified needs. Pursue possible formation of community land trust as an option for North Mesa project and also potentially as a scattered site mechanism for maintaining long term affordability for housing units. <i>Cross-cutting impacts: Business Environment; Social Services.</i>	CDD	2020
Enhancing support and opportunities for the local and small business environment	Options for "Local Preference"	Determine available options, pros, and cons with respect to the approach to procurements.	CMO	Complete. Options, pros and cons to be provided to Council by County Attorney's Office 12/19
	Hold a Los Alamos and White Rock Business Workshop	Identify key issues, and near and longer-term possible solutions - include business owners, County staff, community participants (e.g. needed signage, permitting mentor, incentives for commercial property owners, etc.). <i>Cross-cutting impacts: Long-term Vacancies.</i>	CMO Council	Complete: Initial Workshop Held 04/19

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Enhancing support and opportunities for the local and small business environment	Support the health and success of technology incubators	Several management action plan items addressed housing and economic development support toward achieving this goal, which encompasses housing, quality of life, identifying space options, and continuing to engage to determine key needs/options for addressing. For example, the County worked with Pebble Labs on their project, and, the Bethel "Canyon Walks" project support this goal. <i>Cross-cutting impacts: Infrastructure.</i>	CMO	On Going
	Support legislative priority regarding LEDA funding	Monitor efforts that clarify the Local Economic Development Act (LEDA).	CMO Council	Complete for 2019 Legislative Session
	Perform economic development prospecting to include targeted marketing events	Hosted statewide DisrupTECH Conference again this year with the Feynman Center to provide networking opportunities for startups. Continued to participate in the RDC's Team/Manufacturing Fund and Micro Loans for small startups.	CMO	On Going
	Encourage Kroger to develop the Trinity Site to include mixed-use	This fall, members of the Council traveled to Ohio to meet with Kroger representatives, to discuss the Trinity Site project and existing Mari Mac/Smith's former store.	CMO	On Going

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Enhancing support and opportunities for the local and small business environment	Enhance the development of compact, high-quality mixed-use pedestrian districts in downtown Los Alamos and White Rock	Marriott will be constructing a hotel/conference center on the land parcel located south of 20th Street, as part of a land exchange. A traffic light will be installed at 20th/Trinity as part of the project. CDD is also launching a major project to update the Downtown Master Plan for Los Alamos in 2020, which will help guide future decisions.	CMO	2020 2021
	Advertise directly to site selectors and new business/employee prospects	Part of the Brand Action Plan objectives is to develop tools and advertising that will directly target potential new businesses. The County continues to proactively reach out to keep site selectors informed of RFPs, and to assist businesses such as Pebble Labs and the NM Consortium in finding new spaces as they expand and grow, in order to keep their operations in Los Alamos.	CMO	On Going
	Support workforce development and LANL suppliers	The County funding of the Regional Development Corporation (RDC)/Regional Economic Development Initiative (REDI) supports workforce development efforts and supplier growth. REDI now receives funding from Triad LLC, which has allowed the County to decrease its supplemental funding.	CMO	On Going
	Significantly improve the quantity and quality of retail business	Retail and Food GRT collections have increased by approximately 5% over the last three years. Continue to track and review.	CMO	On Going
	Update the Economic Vitality Strategic Plan (EVSP)	The EVSP was adopted by the Council this Summer. The housing study currently underway is one of the next steps in implementing the plan.	CMO	Complete: May 2019
	Encourage the retention of existing businesses and assist in their opportunities for growth	MainStreet designation for the White Rock Visitor Center. Opens up opportunities for new funding and enhancements, and staff is pursuing options.	CMO	On Going
	Support spin-off business opportunities from LANL	The EVA successfully worked with NM Consortium and Pebble Labs on County LEDA loan/grants. Both businesses are spin off companies and have the potential to create many new jobs and additional spin off opportunities; the goal is to keep working with businesses like these in order to keep jobs and expansion of facilities within the County.	CMO	On Going

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Enhancing support and opportunities for the local and small business environment	Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants	Through November 2019, 865 building permits were issued, with 264 of these permits submitted using the Citizen Self Service portal. CDD received their national accreditation in Spring 2019 from the International Code Council, a prestigious honor that can only be achieved after an independent review and audit of processes, procedures, and in house staff interviews. CDD was the first local government agency in the state of New Mexico to achieve this distinction.	CDD	On Going
	Work with contractors and public through interactive, informal presentations and open house formats to better explain building codes/processes	CDD held quarterly luncheons for contractors and public on topics of interest in the early part of 2019; future sessions will be set up dependent upon interest and topics as needed. They are well-received by contractors and opportunities for networking and informal interactions between contractors and Staff.	CDD	On Going
	Implement Tourism Plan (Council directed item)	In 2019, the main focus was relocation of the Los Alamos Visitor Center. This was accomplished in April with the move to the Community Building's former Co-op Extension space after minor remodeling, and has been a successful, well received move. The Tourism Task Force continued to meet monthly and prioritized top action items in the Tourism Plan; Council funded the first of those items in the FY20 budget and the main priority is updating wayfinding signage as well as Visit Los Alamos website enhancements and display updates in both the Los Alamos and White Rock Visitor Centers.	CMO	2020
	Implement the brand to market the County	Discoveries Action Team meets monthly. Facilitated by Once a Day Marketing group and staff. Focus continues to be on community engagement. Place Making and Place Marketing subgroups are working on several ideas with project champions, including a food trucks pilot project and "Little Shops" space. Brand ambassador training program was funded with an LACDC grant in October 2018.	CMO	On Going

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Enhancing support and opportunities for the local and small business environment	Continue to promote Historic District and gaining tour (public) access long term to the Manhattan Project National Historical Park Sites	Fuller Lodge – The County partnered with the Historical Society for a second NPS grant (\$10,000) to complete a historic hotel room upstairs, along with a plan to repurpose the main display in the lobby to serve as orientation to the lodge, plus, restore the former windows at the south end of the lodge. These were items recommended in the interpretation plan last year. Work should be done by the end of 2020.	CMO	Ongoing
		Tours of MPNHP LANL sites were offered three times – at the weekend before Trinity Site tours and during ScienceFest – Nearly 300 people attended the tours, which filled up quickly. WAC Building Purchase – The County purchased the former WAC building in Fall 2019; it had been used by the Christian Science Church for many years, but is part of the history of Los Alamos. Plans will get underway after March 2020, when it is vacated, for a possible path forward for any restoration or use.		
		Restoration work by NPS on the Pond cabin completed. Restoration of windows by NPS on Slotin building underway.		

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Enhancing support and opportunities for the local and small business environment	Create entry point for visitors to Los Alamos	The only remaining task to be completed at the "Los Alamos Project Main Gate Park" is an informational panel that describes the history of the park and the role of the Kiwanis in its development. Other long-term plans include re-paving/landscaping/pathways around the park for visitors - to be funded.	CMO	2020
	Enhance the Historic District Walking Tour	The focus has been on better signage for visitors, not only for the walking tour, but throughout Los Alamos, for consistent maps and to enhance the customer experience. Once a Day Marketing, as part of this year's Brand Action Plan, did a walk-through of the tour in August and offered suggestions for signage, interactive (phone tour) improvements, and these will be possible considerations for future grants. The interpretation of Fuller Lodge and other improvements moving forward in 2020 are part of this effort.	CMO	2020
	Develop and implement County-wide Wayfinding program	Phase 1 has been funded for basic signs to help guide visitors to the downtown area as defined by the Wayfinding Analysis and Plan. A bid package to fabricate the signs is being developed.	CMO	2020
	Expand ScienceFest, the County's signature event	ScienceFest had 37 activities in 2019 (30 in 2018), and collaborated with 43 organizations (35 in 2018). Attendance exceeded 20,000 people (13,000 in 2018), with an economic impact of nearly \$208,000 (\$130,000 in 2018)..	CMO CSD PW	On Going
	Work with DOE/NNSA to complete the conveyance agreement originally signed in 2002 that outlined the process for transferring parcels to the County	The County rezoned parcel A-16-a, which sits on DP Rd. across from the commercial development.	CMO	Complete

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Enhancing support and opportunities for the local and small business environment	Manage commercial growth well following an updated, concise Development Code that is consistent with the Comprehensive Plan	In December, planning staff presented several high-priority changes to the Development Code as identified through the Comprehensive Plan update. The first step is the sign code update. Rezoning changes, such as those for A-16-a will help with development of land on DP Rd. for light industrial and manufacturing uses. Master planning for this area, involving stakeholders and businesses along the main road, are included in the Downtown Master Plan to assist in mapping out new development areas and addressing access/parking areas for existing businesses. Infrastructure updates to DP Road include extending utility lines to serve existing and new businesses.	CDD	2019
Addressing long-term building vacancies and County land in our community	Enhance commercial property maintenance code enforcement standard	Staff enforcement is on going and addressed commercial properties such as the Black Hole, Hilltop House, and the Longview area of White Rock. NOV issued Jan. 1, 2018 thru Nov. 22, 2018—135. NOV issued Jan. 1, 2019 thru Nov. 22, 2019—40.	CDD	On Going
	Vacancy analysis	Documentation of long-term vacancies and the condition - include the impact to the County and/or utilities (e.g. costs to utilities of vacancies), determine options for addressing (and associated pros/cons based on other communities' experience). <i>Cross-cutting impacts: Housing; Business Environment; Infrastructure.</i>	CDD	On Going

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Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Implement final design and construction of funded CIP projects	The four CIP projects for golf course irrigation, ice rink improvements, splash pad at Piñon Park and a Kiddie Pool are in design.	PW	2020 2021

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Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Support the development of Pajarito Mountain through public-private partnership and investment	Council has set aside \$500,000 for possible improvements for Bike Flow Trails on the mountain. A portion (\$50,000) of this amount was segregated to pursue design concepts for a Bike Flow Trail in 2018. At the Council meeting Nov. 12, the Parks and Recreation Board supported allocating another portion of the \$500,000 toward making trail improvements in the Townsite that would improve opportunities for IMBA certification. Council deferred taking action and asked staff to prepare options for proceeding with certification that could be considered in the FY21 budget process in April 2020. Los Alamos County continues to support the request for a potable waterline to be installed along Camp May Rd to Pajarito Mountain for fire suppression and snow making capability. Sipapu took over work on the USFS required Environmental Assessment this year, which is the first step needed in the process.	CMO	2020
	Consider Options for a new Flow Trail in Los Alamos	\$50,000 has been set aside for this project and options were discussed with Council. Council directed further exploration of some of the options in 2019. Current discussions with LANL are underway regarding the potential transfer of Los Alamos Canyon.	CSD	2020
	Expand the Canyon Rim Trail	The County received Federal FY2020 funding via NMDOT to build a multiuse trail underpass across NM502 from the start of the Canyon Rim Trail at the trailhead on the south, to Camino Entrada, which connects to LA Mesa Trail on the north side. Design is near completion with construction scheduled for spring 2020. Preliminary design and easement acquisition for the Phase 3 extension, from Knecht Street to 15th Street is underway, which will extend the multiuse trail system into the downtown area.	PW	2020

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<p>Protecting, maintaining and improving our open spaces, recreational, and cultural amenities</p>	<p>Enhance Open Space opportunities to appeal to a variety of users</p>	<p>Open Space Specialist held work parties for volunteers several times in the last year to maintain or clean up trails around Los Alamos and White Rock. Open Space Specialist led the YMCA YCC trail crew and completed the Los Alamos Canyon Trail connection to Quemazon Trail, extended the Tent Rocks trail and maintained many miles of Los Alamos County trails. Trail signs were installed on Walnut Canyon, Perimeter and East fork trails during the summer. N3B became the County's newest trail adoptee; the N3B group adopted the School Canyon Rim Trail and has been volunteering monthly to maintain this trail. A section of the Pueblo Canyon Rim trail was renamed to honor Jim Billen's effort at building and maintaining the trail. Natural Channel Design and Keystone Restoration completed the restoration project in Graduation Canyon. Interpretive signs are currently being drafted to explain and educate the public on restoration techniques that were implemented.</p>	<p>CSD</p>	<p>2020</p>

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Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Review Open Space staffing	Council approved hiring another Open Space position in the FY20 budget. The position was developed, approved, and posted and job interviews took place in December. The new hire is expected to enhance trails upkeep and improvements and assist the Open Space Specialist with volunteer projects in 2020. <i>Cross-cutting impacts: Business Environment.</i>	CSD	Complete
	Review fee policies for land/open space usage	Determine current space maintenance capabilities, issues, and the sustainability of current approach to maintenance and utilization of County resources every five years.	CSD	2020
Supporting social services improvement	Support Social Services Programs that benefit education system	School Prevention Specialist Initiative funded along with funding for truancy liaison. Continued funding the JJAB youth initiative. Continued funding, via contract, case management for elementary-aged kids and their families, teen center, youth activity center, senior services, and family resource and support services. Funded and finalized contract for shared space of a medical provider and New Mexico Department of Health to provide services to members of the community on a daily basis. Co-location is known as the Health Commons.	CSD	On Going
	Social Services gap analysis	A request for proposals for a Gap Analysis to evaluate where the County can and should help address critical needs has been issued. Services agreement has been signed with term scheduled to start Nov. 1, 2019.	CSD	Council Approved Funding 04/19
	Review preteen/early-teen needs	A conceptual study for a new Tween Center was funded by Council in FY20 and the project team has held a kick off meeting as of November. A bid package to evaluate possible sites for a Tween Center is being developed and will be further informed by the results of the Gap Analysis.	CSD	2020
	Behavioral/Mental health access	Determine options for how to improve and incentives - consider regional collaboration as an option for improving. Will be informed by the Social Services gap analysis.	CSD	2020
	Reinstate Public Health Office	The County successfully worked to re-open a local office on Diamond Drive, across from the high school, with contract support from State DOH and Las Clinicas del Norte. A ribbon cutting was held in August for this successful, collaborative project called the Health Commons.	CSD	Complete: HB-548 Commits Reoccurring Funding 07/19

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Supporting social services improvement	Support healthy, safe options for County youth	Review and fund as appropriate - activities, teen centers, infrastructure, etc. All Community Services divisions and contractors have been supporting the effort of the creation of a Tween Center. The library continues to develop programming that supports all age groups, including youth. The Library recently surveyed users, asking, "Which of these activities/classes/events would you be interested in attending?" and will use the results to develop desired programming. <i>Cross-cutting impacts: Open Space, Recreational and Cultural Amenities.</i>	CSD	On Going

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Investing in infrastructure	Develop a multi-modal Transportation Plan	Development of the Bike Flow Trail, mentioned in a previous MAP, supports this goal. Public Works staff continues to apply for grants to support enhancing multi-modal transportation options, and received Federal FY20/21/22 funds via NMDOT to design and construct the Urban Trail from Trinity Drive at 20th Street, through the downtown area and along Canyon Road to the Aquatic Center.	PW	On Going
	Improve information/ technology for tracking bus schedules, services and systems	New modems were recently installed on the buses to facilitate "Where's My Bus" capability of the MyStop app. New radio infrastructure was also installed in 2019. WiFi on buses is not being pursued, due to system capacity limitations, at this time.	PW	On Going
	Continue development of a bicycle and pedestrian route through the townsite	This project overlaps with Canyon Rim Phase 3 extension, the Canyon Rim Trail Underpass at NM502 and Camino Entrada, and the Urban Trail as mentioned in other MAP updates. Staff has applied for, and received two grants to complete the high-priority Urban Trail Corridor through downtown.	PW	2020
	Pursue high speed broadband network	The County continues to explore alternative routes, in concert with REDI-NET and LANL. <i>Cross-cutting impacts: Housing; Business Environment.</i>	CMO ASD IM	On Going
	Coordinate on utility infrastructure needs	Continue joint Council-DPU Policy Committee. Initial focus on sewer and water - review needs and potential strategies to address needs, appropriate balance of investment relative to other possible investments (where we need to be and how to get there), and possible benchmarking of County approach to investment relative to revenues against comparable communities (e.g. % of budget for infrastructure reinvestment). Increases for water and sewer rates adopted November 2019. <i>Cross-cutting impacts: Housing; Business Environment; County Services.</i>	Council DPU	On Going
	Explore use of alternative fuels	The Public Works Department is in the process of purchasing two electric busses under a federal transit grant program called Low or No Emission Vehicle Program – 5339(c).	PW	On Going
	Implement a mechanism for effective Utility policy setting and review	Council and the BPU met to review financial policies and approved ordinance for interfund transfers within DPU as a result. The Council continues to meet with BPU members to work on projects and policies of joint interest.	Council Utilities	On Going

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Investing in infrastructure	Track usage in County facilities in order to quantify savings from retrofits and upgrades	Staff continues assessing annual usage data and reviewing with departments in all areas, including sustainable energy, water usage, recycling, fuel usage and other projects underway internally. Updates are reported annually as part of the Environmental Services Sustainability Plan and provided in a monthly residential sustainability report to Council and public in monthly County Manager reports.	PW	On Going

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Investing in infrastructure	Maintain a high level of investment in public infrastructure to attract new residents and serve a resident population of 25,000 people	The County received funding from the State to match local funds for emergency road repairs to Diamond Drive after a harsh winter ruined the asphalt. The project was executed in just a few months thanks to careful oversight from Public Works' staff. County staff continued to offer support and input into construction of the NM502 roundabout, attending weekly meetings and providing public outreach. Public Works staff continued to advocate for improvements to the SR4/Truck Rt intersection proceeded this year – it should be entering design next year and go to construction in 2021. All of these support or enhances growth.	PW	On Going
	Continue communication and outreach efforts to increase awareness of the County's sustainability program	Environmental Services continues to attend community events and distribute informational brochures and educational materials. The 2019 Los Alamos Summer Concert Series was the first zero waste event. Each concert was staffed and equipped with compost, recycle, and trash bins and over 45% of waste was diverted from the landfill. The Environmental Sustainability Board members and the Zero Waste Team continue to work with staff on a variety of zero waste articles to engage the community. The articles are submitted monthly to local media and published online. The Recycle Coach tool will be launched in December 2019 to enhance public awareness about Environmental Services, which will include an app, online platform, calendar, real-time notifications, a search tool for recycle information, and more.	PW	On Going
	Develop and implement an Environmentally Preferable Purchasing Policy	The County's internal Green Team completed the policy and it is under consideration by the County Manager.	PW	On Going
	Develop and implement new programs and initiatives to increase the amount of material diverted from area landfills	Yard trimming roll cart program was implemented in July 2018. When comparing tonnage for calendar year 2017 (pre – yard trimming program to the current program, Env. Services has collected almost three (3) times as much material. From Jan – Sept. 2019 over 595 tons of yard trimmings were collected. Approximately 60% of household have a yard trimming roll cart.	PW	On Going

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Planning for appropriate levels of county services	Replace existing Finance/Utility/HR software system	The County's replacement of its prior Finance/Utility/HR systems is a product called MUNIS. This comprehensive integrated system was implemented in 2018 and went live July 1, 2018. As expected with any software project of this magnitude, there were several implementation issues early on, especially focused in the areas of payroll and utility billing. Over the past year, staff in all departments have worked very diligently to understand and correct the issues that arose. The County has completed its first fiscal year on the new system and is just completing the related audit. While it has been a very challenging year for staff involving quite a bit of extra effort and many more corrections than normal, that effort has been very effective and staff is expecting a clean audit report with only minimal findings. Moving forward, a system upgrade to the most recent version of the software is underway, which is part of the County's strategic approach to stay more current. The upgrade should assist with some outstanding items and being on the current version will help with vendor maintenance support as well. The transparency portal should be the next new module to come on-line, during 2020, which will enhance citizens' access to the County's financial data.	CMO ASD Utilities	2020
	Continue implementation of County-wide training and development program to align it with the County's efforts to be a higher performing organization	By the end of December, 130 County supervisors will have completed the Leadership Academy, a staff-developed program focused at providing employees with the tools needed to be successful in their positions. Nine classes have been held to date.	CMO	On Going
	Enhance County services by modeling after best practices for other communities, national codes or other processes	CDD adopted the 2015 International Building Code this year for their division. LAFD is in the process of renewing their accreditation. The 2020 Citizen Survey will use NRC, which has access to data for comparisons to other cities for results.	CMO	On Going
	Staffing survey	Review appropriateness of staffing levels, ways to improve development and retention - tie to continual increase in quality of County services. The next employee survey was placed on hold in 2019, pending HR resources and funding.	CMO	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth	Continue implementation of the Comprehensive Plan, with an emphasis on neighborhoods	Sign code update discussed with the Planning and Zoning Commission, and presented to Council November 2019.	CDD	2020
		Evaluate changes to the development code to address narrow streets in neighborhoods; will be part of Development Code updates.	PW CDD	2020
	Allocate CIP funds for design and construction of downtown streetscape improvements, including sidewalks, landscaping pocket parks and signage	Developed concepts for Deacon Street, including parking and streetscapes that might support "buskers row" or other events as part of Economic Development projects. Community Development is developing a downtown masterplan.	CDD PW	FY2021 - Design FY2022- Construction
Implementation of the 2018 Tourism Strategic Plan	Pursue actions identified in plan	Tourism Implementation Task Force meets monthly to provide advice on the plan's implementation activities. This resulted in budget provided for FY2020 to support priority actions. Task Force was involved in relocation of LA Visitor Center in April 2019 that resulted in a consolidation of County and NPS VC's in same location.	CMO	On Going
Utilizing the recommendations of the Community Development Advisory Board	Enhance private property maintenance code enforcement standard	Community Development Advisory Board meets monthly with CDD as staff liaison. At the Nov. 26 Council meeting, Council requested updates to the CDAB work plan based on discussions on a path forward in 2020.	CDD	On Going
Addressing issues noted in the 2018 State of Health in Los Alamos	Insure the needs of all citizens regardless of age or income level	As previously mentioned in the MAP, the "Gap Analysis" will guide further actions.	CSD	2020
Pursuing key goals described in 2018 DRAFT Los Alamos County Economic Vitality Strategic Plan	Enhance the local economy and quality of life for our citizens	As previously mentioned in the MAP, the EVSP was adopted this year.	CMO	Complete

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Partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high-quality educational opportunities in the community	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	The joint County Council/LAPS Board meetings are held monthly. Attendees continue to discuss potential capital project funding opportunities. The North Mesa housing project is being pursued. The County donated Sullivan Field parking lot to Schools in November and they will be constructing a new fieldhouse on the property. The County is also partnering with Schools to submit a joint 2020 State Legislature request for capital outlay funds for construction of a gym addition at one of the Schools.	CMO	On Going
	Implement public safety educational programming	In partnership with LAPS and CSD, Police Dept. offered Safety Town, a program where students learn basic strategies to keep themselves safe, while practicing specific procedures in new situations. 94 pre-K children graduated from the program with planning for the 5th year already underway.	CSD LAPD	On Going
	Support literacy in the community	The libraries provide on-going reading programs for ages 0-18, including 1000 Books Before Kindergarten, summer and winter reading programs, and home-school book clubs for youth and teens. Cover to Cover, the library reading program for all 3rd-6th graders in our community, continues in partnership with LAPS and includes multiple classroom visits by library staff to the grade schools. Over the summer, youth services partnered with the high school librarian and the Teen Center to connect teens with books. Staff continued collaborating with JJAB to promote Dolly Parton's Imagination Library (an initiative to place books with pre-K children) and other early literacy initiatives, this year adding more than half a dozen events co-sponsored by JJAB at the main library. Book Buddies, a school-year program that pairs a new reader once weekly with a teen reader to improve the literacy skills of the beginning reader, continues to be popular. Library staff regularly welcomes class visits from local and regional elementary schools and daycares.	CSD	On Going
Maintaining and improving transportation and mobility	Invest in projects that expand the community's multi-modal transportation infrastructure	Specific related projects are listed in prior section under "Investing in infrastructure"	PW	On Going
Strengthening coordination and cooperation between County government, LANL, and regional and national partners	Support the work of Regional Economic Development Initiative (REDI), North Central Regional Transit District (NCRTD), and the Regional Coalition of LANL Communities (RCLC)	The County continues to provide staff and fiscal resources. In addition, staff is participating in the SEP's, transportation and storm water monitoring projects funded from the WIPP accident settlement. County is active participant in NCRTD Board and works to coordinate transit services. County Manager attends RCLC monthly meetings.	CMO	On Going

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Strengthening coordination and cooperation between County government, LANL, and regional and national partners	Explore new regional partnership opportunities	The County is part of the Stronger Economies Together (SET) program under the Mid Central Rural Corridor (Los Alamos, Sandoval and Bernalillo Counties). This USDA Rural Development program provides assistance in community and economic development planning. SET regions can access funding from USDA to implement projects for their region. SET members worked together to complete and submit to USDA a Comprehensive Plan to prioritize projects that could benefit all of the entities involved, and are awaiting funds for projects to move ahead.	CMO	On Going
Collaborating with Los Alamos National Laboratory as the area's #1 employer	Build strong partnership with TRIAD	County and Triad staff continue meeting monthly to discuss projects/action that require mutual support and collaboration. Triad presented infrastructure long-range plans to Council this fall.	CMO CSD CDD PW	On Going
Create a communication process that provides measurable improvement in citizen trust in government	Seek opportunities to better articulate to the public Council's identification of policies and goals	In 2019, Council established their list of strategic priorities, and since that time has been seeking public input on these priorities through a number of means, including emails, on-line surveys, discussions during regular Council meetings, and via town halls specifically oriented towards gaining this feedback. Council and staff incorporate this input into a document that outlines actions to be taken and tracks the progress in each listed area.	CMO	On Going
	Continue implementing the actions outlined in the Communications Work Plan	The contract for the website hosted site has been extended one year with Civic Live continuing as third-party service. An RFI was released to pursue a new developer in 2020, plus new website in 2021. The contract for the new citizen survey includes new free survey options through Polco, a third party vendor..	CMO	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Create a communication process that provides measurable improvement in citizen trust in government	Expand use of social media to strengthen outreach and enhance communication, especially with the younger generation	Number of followers on Facebook County page continues to increase with over 5,242 (Nov. 2019) as compared to 4,241 the prior year (Nov. 2018). Use of Next Door social media increased and has over 2,700 members (Nov. 2019) as compared to 1400 in Nov. 2018.	CMO	On Going
	Communication, transparency and feedback	CPR schedules daily posts on Facebook and Instagram to engage citizens. Next phase of MUNIS will include citizen transparency portal (financial data online easy access).	CMO	On Going