

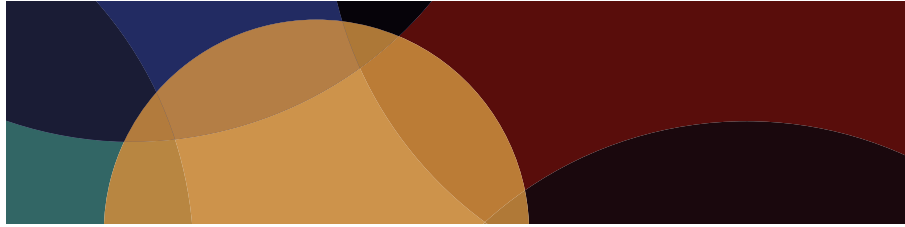
# 2023 STRATEGIC LEADERSHIP PLAN



# VISION

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





On January 10, 2023, the Los Alamos County Council, County staff, and community members reviewed and reorganized and updated the 2022 strategic goals and priority areas; these five goals and 22 priorities were subsequently adopted on February 7, 2023. The goals and priorities address issues that are important to the community and the governance of essential functions; and they are tools to help assure that a focus on important and challenging issues is maintained. This does not mean that the County will only work on and invest in the identified priorities.

Concrete actions for addressing each of the priorities will be identified to help assure that, in the context of all ongoing County efforts, there is a connection between making and communicating progress and identifying challenges throughout the year. Many of the actions will come from existing plans listed at the end of this document, which can be found on the County's website using the search function. An electronic dashboard is currently under development in parallel with the County's new website implementation. The purpose of the dashboard is to capture the scope of what the County does and to enable measurements to be assigned and tracked.

The December 2022 National Community Survey results showed continued high ratings on employment, safety, fire and emergency services, open spaces, air quality, cleanliness, recycling, and yard waste pick-up. The survey results showed lower ratings on the impacts of the economy, cost of living, shopping opportunities and business or service establishments, gas and electric supply, high-speed internet access, and confidence in County government. In response to the survey results, Council further refined priorities to focus extra efforts on low-scoring areas in 2023.



## STRATEGIC GOALS AND PRIORITIES

### **Quality Governance**

Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to the present and future needs of stakeholders.

### **Communication and Engagement**

Inform, educate, and engage community members on County projects, policies, and goals to promote a culture of open communication and collaboration and foster exceptional customer service.

### **Intergovernmental and Regional Relations**

Collaborate and problem-solve with the County's major employers; community partner organizations; neighboring Pueblos; and regional, state, and national governmental entities.

### **Fiscal Stewardship**

Maintain fiscal sustainability, transparency, and compliance with applicable budgetary and financial regulatory standards.



## STRATEGIC GOALS AND PRIORITIES

### **Operational Excellence**

Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve to anticipate and meet future needs.

### **Effective, Efficient, and Reliable Services**

Deliver customer-focused, accessible, reliable, and sustainable services to the community through sound financial management, collaborative decision-making, effective communication, and efficient implementation.

### **Infrastructure Asset Management**

Evaluate the County's assets and infrastructure to first prioritize funding to best maintain and protect those investments and second to inform new investments.

### **Employee Recruitment and Retention**

Attract and employ diverse and highly qualified staff, retain staff through development and growth opportunities, and promote staff to address increasingly complex challenges.



## STRATEGIC GOALS AND PRIORITIES

### **Economic Vitality**

Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.

### **Housing**

Increase the capacity for new housing development and the amount and variety of housing types to meet the needs of a growing population, particularly middle- and lower-income households.

### **Local Business**

Encourage the retention of existing businesses, facilitate the startup of new businesses, and assist in their opportunities for growth.

### **Downtown Revitalization**

Revitalize the downtown areas of Los Alamos and White Rock by facilitating development opportunities in accordance with the downtown master plans.

### **Tourism and Special Events**

Continue sponsoring special events and promoting tourism, by enhancing amenities and utilizing facilities, to support the local business economy.

### **Community Broadband**

Provide community broadband as a basic essential service that will enable reliable high-speed internet services throughout the County at competitive pricing.



## STRATEGIC GOALS AND PRIORITIES

### **Quality of Life**

Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.

### **Health, Wellbeing, and Social Services**

Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and to sustain Los Alamos County's rating as the healthiest county in New Mexico.

### **Diversity, Equity, and Inclusivity**

Promote diversity, equity, and inclusivity through awareness training, targeted events, and expanded opportunities for diverse interests.

### **Mobility**

Improve and expand access to alternative modes of travel including public transit, cycling, and walking amenities and services.

### **Educational, Historical, and Cultural Amenities**

Promote educational and cultural opportunities, in coordination with community partners, and provide for the preservation and restoration of historic buildings and the protection of archaeological sites.

### **Open Space, Parks, and Recreation**

Protect existing open space and maintain and improve parks and recreation facilities and amenities as defined by adopted plans and approved projects.

### **Public Safety**

Ensure overall community safety through proactive and sustained implementation of police, fire, hazard mitigation, and emergency response plans.



## STRATEGIC GOALS AND PRIORITIES

### **Environmental Stewardship**

Environmental stewardship is the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices that enable interaction in productive harmony with the natural environment.

### **Natural Resource Protection**

Take actions to protect open space, protect the wildlife and wildland interface, safeguard water, and mitigate tree loss in the community.

### **Greenhouse Gas Reduction**

Establish targets for and promote the reduction of greenhouse gas emissions, integrate sustainability and resiliency practices into County operations, and encourage energy-reduction enhancements for new and remodel building projects in the community.

### **Carbon-Neutral Energy Supply**

Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing and promote energy efficiency and reductions in natural gas usage.

### **Water Conservation**

Reduce potable water use and increase non-potable water use and water harvesting for irrigation where suitable.

### **Waste Management**

Manage waste responsibly by diverting waste from landfills through recycling, re-use, composting and waste reduction programs, and zero-waste education campaigns to promote a circular economy.





### **Administrative Services**

2023–2024 Biennial Budget (FY2023, Adopted–FY2024, Projected)  
2023–2024 Citizen’s Guide (FY2023, Adopted–FY2024, Projected)  
2022 Annual Comprehensive Financial Report (ACFR)  
2022 Popular Annual Financial Report (PAFR)

### **Community Development**

2021 White Rock Town Center Master Plan  
2021 Los Alamos Downtown Master Plan  
2020 North Mesa Housing Study  
2019 Los Alamos Housing Market Needs Analysis  
2019 Los Alamos County Economic Vitality Strategic Plan  
2018 Fuller Lodge Interpretive Plan  
2018 Los Alamos Tourism Strategic Plan and 2020 Tourism Task Force Recommendations  
2016 Los Alamos County Comprehensive Plan  
2014 Brand Action Plan  
2011 Los Alamos Creative District Plan  
2010 Los Alamos County Affordable Housing Plan  
2009 Regional Economic Development Strategic Plan  
2008 Los Alamos County Historic Preservation Plan

### **Community Services**

2023 Integrated Master Plan (not yet final)  
2022 ADA Audit Report  
2020–2023 Los Alamos County Library System Strategic Plan  
2020 Health Services Gap Analysis Final Report  
2015 Trail Network Signage Plan  
2015 Open Space Management Plan  
2013 Los Alamos County Community Trail Plan  
2012 Trail Management Planning Documents

## **A - Council's Strategic Plan**

**County Manager**

2023 Community Broadband Network Final Report  
2022 Racial Equity and Inclusivity Task Force Final Report  
2022 Communication Plan  
2017 Foundation Document—Manhattan Project National  
Historical Park

**Fire**

2019-2024 Los Alamos Fire Department Strategic Plan

**Police**

2018 Emergency Operations Plan  
2016 Local Hazard Mitigation Plan

**Public Utilities**

FY2024 Department of Public Utilities Goals and Objectives  
2022 Department of Public Utilities Water and Energy  
Conservation Plan

**Public Works**

2023 Transit Study (not yet final)  
2023 Facility Condition Reports  
2022 Food Waste Composting Feasibility Study  
2022 Los Alamos Resiliency, Energy and Sustainability Task Force  
Final Report  
2021 Pavement Management Analysis and Parking Lot  
Analysis Reports  
2017 Bicycle Transportation Plan  
2013 Airport Master Plan  
2011 Canyon Rim Trail Master Plan  
1998 Pedestrian Transportation Plan