

Community Services Department

# INTEGRATED MASTER PLAN



LOS ALAMOS  
where discoveries are made

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# I. Executive Summary

## Purpose of this Plan

The Los Alamos Integrated Master Plan is intended to identify existing services, facilities, gaps, and future needs in the Los Alamos community and integrate them among the key areas of Parks and Open Space, Cultural Services, Social Services, Recreation, Trails, and Library Services.

## Planning Process Summary

This project team was guided by Los Alamos County staff who provided input to the consulting team throughout the planning process. This collaborative effort created a plan that fully utilizes the consultants' expertise and incorporates the local knowledge and institutional history that only community members can provide.

The planning process included the following elements:

- Community engagement, including surveys, focus groups, and public meetings
- Inventory of existing County-owned facilities and assets
- Geo-Referenced Amenities Standards Process® (GRASP®) Level of Service (LOS) Analysis
- Assessment and analysis of relevant County plans and exploration of finance and funding mechanisms
- Needs assessment that considered current demographics and lifestyle trends
- Operational analysis
- Health and wellbeing
- Recommendations: goals, objectives, and action plan

## Key Issues Summary

### Organizational

- Improve and increase partner agency relationships
- Need better marketing and communication of programs and activities
- Attract tourism and improve outdoor recreational opportunities
- Improve training and education of staff
- Better utilize technology in all aspects of the organization

### Community-Wide Inclusivity

- Update/upgrade Los Alamos County (LAC) website so that it is intuitive and usable for patrons with or without disabilities
- Implement accessible Wi-Fi in all LAC parks and facilities
- Pursue grant opportunities
- Improve wayfinding signage and maps
- Upgrade and increase volunteer program
- Implement findings of the Americans with Disabilities Act (ADA)
- Plan for programs and facilities

## Programs and Service Delivery/Integration

- Champion tourism, outdoor recreational, nature education, and environmental stewardship opportunities
- Increase cultural programs and services
- Add programming for families, youth, preteens, and teens
- Integrate health, wellness, and social services programs for all ages
- Provide additional mental and physical health services for youth, preteens, teens, and families
- Increase wellness/fitness, cultural, and special needs programs
- Increase number of special events
- Expand operational hours for working public and families
- Increase number of child care opportunities

## Facilities and Amenities

- Improve or address low-scoring parks and components
- Maintain and improve existing LAC facilities
- Upgrade outdated amenities that do not function well
- Improve restroom availability and maintenance in LAC parks and trailheads
- Provide additional trails/bike paths/connectivity
- Preserve open space and historical and cultural resources
- Address deferred maintenance
- Improve trail signage and maps

- Create inclusive amenities following the ADA Transition Plan

## Inventory Assessment Summary

- While trails appear to be abundant across the County, improved wayfinding, trailhead, and trail access points as well as improved or standardized trail conditions will provide greater access to trail users.
- Develop consistent standards for ADA access such as picnic tables, playground surfacing and curbing, park pathways, and trails.
- Parking lots and turf/grass conditions across the system are in poor condition and should be a priority to improve.
- Improving access to and within parks by addressing the ADA is an important concern across the system.
- Consider improvements or additional components to parks and facilities in identified gap areas in both the walkability and neighborhood analysis.
- In terms of overall park capacities, the County ranks high in total number of parks and acres per capita when compared to national statistics. With relatively minimal population growth projected over the next five years, few additions appear necessary to maintain the current LOS.
- Many of the parks and facilities are dated and in need of updating and renovation, and deferred maintenance.
- Other service providers are limited: some schools are open and accessible, while others are not. Private swimming pool facilities are very dated.
- Improve athletic fields systemwide through implementation of best practices and environmental sustainability.

## Health and Well-Being in Los Alamos

- The role of the Community Services Department (CSD) in preventive health is strong in LAC, attributable to partnerships, opportunities, and access to nature.
- The County needs to fully identify and help ensure all components provided within the system are accessible and ADA compliant.
- Need more opportunities for teens/youth.
- Formalize partnerships with other health-focused agencies, groups, and individuals in the County
- Promotion, awareness, and storytelling

- The CSD has the opportunity to thread preventive health through multiple offerings and provide broader opportunities to share information for those community members that might need services.

## II. The Planning Context

### A. Purpose of this Plan

The Los Alamos Integrated Master Plan is intended to identify existing services, facilities, gaps, and future needs in the Los Alamos community and integrate them among the key areas of Parks and Open Space, Cultural Services, Social Services, Recreation, Trails, and Library Services.

### B. CSD Background

LAC is comprised of 109 square miles, consisting almost entirely of land with no significant bodies of water. Most of the land—94 square miles or nearly 86%—is federally owned. The townsite of Los Alamos is located on the Pajarito Plateau, on a series of mesas separated by deep canyons. Volcanic eruptions 1.6 to 1.2 million years ago formed the plateau. Canyons were carved by water running down a portion of the Jemez Mountains. Natural, historical, and cultural resources abound in the County.

The population of the County has hovered around 18,000 for close to 30 years, with distribution consistently split into two thirds for the Los Alamos Townsite and one third for the White Rock.

The CSD includes Parks and Open Space, Recreation, Ice Rink, Aquatics, Golf, Library, and Social Services Divisions. CSD also provides social and cultural services for children, teens, seniors, and families through contracts with various outside agencies.

### Parks and Open Space

The Parks and Open Space Division provides strategic direction, leadership, and operational management and oversight of parks, trails, grounds, natural and cultural resources, and unique recreation facilities. These resources are a large part of the community's natural environment, providing exhilarating outdoor experiences.

The current park system consists primarily of developed neighborhood parks with multiple amenities, "tot lots" on small parcels of land often tucked behind or beside residential properties, undeveloped parcels in residential neighborhoods, several other small parcels with tennis courts only, and several large parks with sports fields or other special uses. Many of the tot lots were constructed in the 1960s by the Atomic Energy Commission. The quantity and distribution of the tot lots indicate they were likely constructed with the intent of providing children's play areas within walking distance from surrounding residences. The tot lots were later donated to LAC with other community facilities pursuant to 1962 transfer legislation.

LAC assumed the active management of the LAC Trail Network in 2003 when the Open Space Task Force recommended it, and the County Council approved the creation of a staff position to oversee the more than 4,000 acres of County-owned open space. The Parks and Open Space Division is responsible for the day-to-day operations and maintenance of more than 50 miles of trail within the County open lands. This Division also provides support to specialty venues such as the North Mesa Stables, Brewer Arena, Indoor Arena, Dressage Area, Camp May, North

Mesa RV Storage, Main Gate, and White Rock RV Parks. The diversity of facilities and maintenance types is important to the Community Services Department and Los Alamos County residents.

## Recreation

The Recreation Division provides various programming, activities, and other healthy lifestyle options for the community. The Division offers youth, teen, and adult programs as well as community events at LAC parks, the golf course, Ice Rink, Aquatic Center, and other facilities throughout LAC.

The Larry R. Walkup Aquatic Center, a world-class, Olympic-size, high-altitude facility, opened to the public in April of 1988. The facility was the brainchild of Vietnam veteran and former Green Beret, Larry R. Walkup. Walkup served as the director of Los Alamos Parks & Recreation in 1984. He was instrumental in the planning and development of multiple outdoor facilities in addition to the Aquatic Center, and in 1986, construction started on the Aquatic Center. The facility was named for Walkup after he died of a heart condition in November of 1986. The Aquatic Center provides an opportunity for numerous programs to be offered to the citizens of Los Alamos and northern New Mexico. The Aquatic Center also has a recent addition of the Leisure Lagoon, which provides an indoor experience with an activity pool, lazy river, corkscrew slide, and zero-depth entry with interactive apparatuses.

The LAC Golf Course was built in 1947 by the Atomic Energy Commission and is one of the oldest 18-hole golf courses in New Mexico. Playing through ponderosa pines and cottonwoods, the sloping fairways and small greens provide a challenge to players of all skill levels. The panoramic vistas and clear, fresh mountain air at an elevation of 7,400 feet offer a beautiful setting to enjoy the outdoors and have an pleasant golf experience. The LAC Golf Course offers a challenging 6,500-yard, par 72, 18-hole layout.

The LAC Ice Rink was established in 1936 and is an integral part of the history of Los Alamos. In 1950, the Ice Rink moved 1,500 feet west to a shadier spot in the canyon, which is where it currently resides. The Ice Rink is the only refrigerated, National Hockey League regulation, outdoor ice rink in New Mexico. The rink offers public skating, hockey, and skating lessons from mid-November through February.

## Library

The LAC Library System has provided continuous library services to the community since its informal beginnings in 1943, when 70 families each donated \$5 to start a subscription library housed in the Big House of the former boys' Ranch School.

The library became free and open to all in 1945 when financial responsibility for its operations was taken over by Post Special Services. In 1951, when the Zia Company relinquished control, the library became a bona fide public library. It was officially named the Mesa Public Library, functioning as an independent corporation under contract to the Atomic Energy Commission to supply library services to the community. In 1953, the library moved into the former

commissary/cafeteria in the heart of the town site where it remained until 1994 when it moved into the award-winning facility designed by Antoine Predock.

In 1985, the White Rock Branch Library was established, and the two libraries together became the LAC Library System. A new White Rock Branch Library was built in 2015.

The LAC Library System offers opportunities for Los Alamos' diverse regional community to learn, know, gather, and grow by providing open and equal access to a variety of ideas and information through evolving technology and services. It provides informational, recreational, educational, and research services, including acquisition and circulation of library materials, both print and electronic; answers reference questions; offers public internet access; and presents youth and adult programs and art exhibits.

## Social Services

In May of 2013, the Social Services Division established a new public office in Los Alamos and assumed operation of the Health Care Assistance Program (HCAP) from the Office of Management. HCAP policies were also revised, adopted by the County Council, and came into effect on July 1, 2013. HCAP supports access to health-related programs and services.

The Division also manages Social Services contracts with seven different agencies that provide a wide range of programming for families, youth, and seniors throughout the community. It also coordinates the work of the LAC Health Council and oversees the work of the local DWI Program. This division continues to monitor the health and welfare of Los Alamos' community to provide relevant services for mental and physical health for all. This division connects members of the community with critical services for those facing a short-term negative life event.

## Centralized Services

Centralized Services is the administrative branch of the CSD. It supports administrative functions of each division within the Department. It also oversees Cultural Services and its contracts, which help enhance quality of life by providing the community with opportunities to attend free or low-cost cultural activities, programs, and events. Cultural Services is for all generations of residents and visitors to the community through the contracting of services with local nonprofit organizations.

## C. CSD Mission Statement

We encourage a sense of community by connecting diverse people via positive interactions, inviting and inclusive places, healthy living, and opportunities for personal growth.

## D. CSD Vision

Serving our diverse community and visitors with integrated recreational, educational, social, mental, physical, economic, environmental, and cultural opportunities.

## E. CSD Values

The CSD's values are the same as the County's.

We value our:

- CUSTOMERS by being service oriented and fiscally responsible
- EMPLOYEES AND PARTNERSHIPS by being a safe, ethical, and professional organization that encourages continuous learning
- ENVIRONMENT AND NATURAL RESOURCES through innovative solutions
- COMMUNITY by being communicative, organized, and transparent

## F. Related Planning Efforts for Integration

Los Alamos County has undertaken several planning efforts in recent years that have helped inform the planning process for this plan. These documents include:

- Comprehensive Plan, LAC 2016
- Los Alamos Open Space Management Plan, Los Alamos County Park, Recreation & Open Space Division, May 2015
- Bicycle Transportation Plan, Los Alamos Public Works, June 27, 2017
- Economic Vitality Strategic Plan, LAC, May 28, 2019
- Los Alamos Tourism Strategic Plan, February 16, 2018
- Los Alamos County Library System Strategic Plan 2020-2023

Findings by document are listed below.

### **Comprehensive Plan, LAC 2016**

Much of the discussion in the Comprehensive Plan focuses on trails and open space in terms of current and future considerations.

- Enhance trails and open space to meet the needs of the community and visitors; *ongoing*
- Basic discussions also include potential partnerships with National Parks Service (NPS) and the Los Alamos Ski Club; *ongoing*
- There are limited references to specific park components that include a seasonal slide at the ski mountain, zip lines, and a bike park; *long-term*
- A future RV park showed some support. Short-term brief discussion of sports fields as economic drivers and athletic-based tourism; *mid-term*

- Trail discussion was plentiful with an emphasis on access, allowing for diverse uses, and connectivity; *short-term*
- Expansion of the Canyon Rim Trail as a paved multi-use trail had wide support, including a similar type of experience desired in White Rock; *in process with connection to the Urban Trail and ongoing*
- Be stewards of the natural environment, including the existing ecosystems; *ongoing*

### **Los Alamos Open Space Management Plan, Los Alamos County Park, Recreation & Open Space Division, May 2015**

The document contains a similar overview of open space lands and trails.

- Highlighting the use of trails as the main resource for residents and visitors to access most open-space lands.
- Camp May is highlighted in the discussion as an important resource for camping, picnicking, and trail use.
- The LAC Trail Network is referenced as 60 miles of maintained trails with reports of significant use by residents, especially residents with children.
- There was an identified need to formally map open space and trails to promote resident use.
- There was discussion of improved or enhanced vistas, some of which are or may be located within existing parks or properties.
- Nature education and stewardship opportunities are highlighted as a need in addition to preservation and protection of historic and cultural resources.

### **Bicycle Transportation Plan, Los Alamos Public Works, June 27, 2017**

A significant portion of the plan is focused on bike lanes, routes, and on-street facilities. However, perhaps the primary focus of Parks and Recreation may be more limited to multi-use trails and interior park paths and walks.

- The survey highlights a need and desire for additional bicycle facilities.
- The plan includes detailed reference to the County Development Code, and the intersection of off-street facilities, trails, and park paths are significant to the parks plan.
- The Canyon Rim Trail Master Plan and development of the Canyon Rim Trail is highlighted as a primary multi-use trail and side path project.
- Canada del Buey Trail is an example of a side path project.
- Several future or ongoing trail projects are highlighted that might impact or inform the Parks and Recreation Master Plan. They include:

- Los Alamos
  - Making connections to recreational trails/recreation centers
  - Urban Bike Park/High Priority Corridor; *long-term*
  - Extension of the Canyon Rim Trail Phase 3
  - Canyon Rim Trail Underpass
- White Rock
  - Extension of Canada del Buey multi-use trail to Overlook Park
  - Enhanced neighborhood connections
  - Trail improvements from Piedra Loop to Sherwood Blvd
  - White Rock Canyon Rim Trail improvements
  - Overlook Park multi-use trail improvements and connections
  - Additional trail crossings at designated locations
- Potential partnership of the NPS development of the Bandelier Multi-Use Trail Plan
- Potential partnership with National Forest Service (NFS) development of the Valles Caldera bike packing trail

## 2022 Strategic Leadership Plan

This plan contains seven Los Alamos County Council-generated goals. Two of these goals are most directly related to this plan:

- Protecting, maintaining, and improving our open spaces, recreational, and cultural amenities
  - Los Alamos County open spaces and cultural attractions are greatly valued by the community and provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.
- Investing in infrastructure
  - Appropriately balancing maintenance of existing infrastructure with new investments in county utilities, roads, trails, expanded transit options, facilities, and amenities, which will help improve environmental stewardship, sustainability, and quality of life, while allowing for sustainable growth

## **Economic Vitality Strategic Plan, Los Alamos County, May 28, 2019**

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.”

The plan contains the following recommendations:

- Los Alamos Creative Cultural District and Art in Public Places
- The paving of the Canada del Buey Trail
- Construction of the Los Alamos Teen Center
- Quality of life aspects that include County open spaces, recreation, and cultural amenities
- Initiative and investment in environmental stewardship and quality of life
- New Canyon Rim Trail Underpass and trail extension
- Bike-friendly community and the Bicycle Master Plan
- Partnership with NPS and Bandelier (ongoing; see above in the Bicycle Transportation Plan)

Capital Improvement Projects (CIPs) highlights, Golf Course improvements and Ice Rink improvements

- Enhance and expand recreation opportunities of residents and visitors
- 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

## **Los Alamos Tourism Strategic Plan, February 16, 2018**

“The Los Alamos Tourism Strategic Plan develops and provides recommendations based on the desires of the County and local community members, as well as the Community Vision and Goals adopted by the Los Alamos County Council, as expressed in the 2016 Los Alamos County Comprehensive Plan and the community engagement process for this plan.”

Recommendations from this plan include:

- Capitalize on the three national parks, natural environment, and outdoor recreation opportunities
- Implement County plans for extensions, upgrades, maintenance, and new trails that benefit visitors and residents; increase funding and staffing to address trail maintenance and improvements
- Capitalize on the many other natural and built assets that are attractive to visitors, such as the Pajarito Mountain Ski Area, Los Alamos Nature Center, 100-plus miles of hiking/biking/equestrian trails, scenic overlooks, sporting events, and festivals.

- Focus groups highlighted deficiencies including lack of activities at night and trail maintenance needs.
- Much of the plan focused on:
  1. Improved trails, trail connections, and trail maintenance
  2. Capturing or enhancing the visitor experience to the three national parks and other non-County facilities
  3. Focus on marketing “outdoor recreation, history and science” as the three core destination aspects of Los Alamos
- Provide specific marketing to visitors at the three national parks to showcase the primary outdoor recreation, history, and science attractions in Los Alamos, as well as hospitality services. Marketing methods include providing information on NPS shuttles, educating NPS visitor contacts about offerings and hours, and providing information on websites in which national park visitors plan their trips.
- Create a promotional video to showcase outdoor recreation, history, and science activities and events in Los Alamos
- Work with Pajarito Environmental Education Center (PEEC) to develop local films about nature, outdoor recreation, and history to show at the planetarium
- Specific references to Parks and Recreation sites included:
  1. Enhance White Rock Overlook Park by adding interpretive signage, entry features, and landscape design
  2. Implement Fuller Lodge Interpretation Plan
  3. Improve visitor maps to highlight trails that best serve visitors, provide connections to attractions, and add information about the trails app
  4. Explore Festivals and events as A catalyst for tourism
  5. New RV parks
  6. Enhanced outdoor recreation events and programming
  7. Add a multi-use event space that supports 300 people and accommodates business meetings, community events, and destination event space
  8. Explore opportunities to create and expand activity participation (indoor and outdoor recreation facilities)
  9. Expand recreational offerings that attract visitors and improve experience:
    1. Focused mostly on trail expansion, trail conditions, and improvements
    2. Improvements to Overlook Park as a tournament facility

## **Los Alamos County Library System Strategic Plan 2020 – 2023**

As a State of New Mexico requirement, the library is beginning an update of its Strategic Plan (2024 – 2027). The findings will be incorporated when this plan is completed. The intent of the Library Strategic Plan (2020 – 2023) was “to provide the framework to ensure that library programs, resources and services meet community needs now and, in the future, and to position the library to inspire and support community change.” It establishes a mission, vision, and values and analyzes trends, critical issues, and needs.

- Address increase in residents 65 and older:
  1. Develop partnerships with Social Services, Senior Center, and other organizations
  2. Explore new models for home delivery services
  3. Partner with the schools and other organizations to provide afterschool activities, homework, and online learning support
- Address increase in number of young adults without children
  1. Engage with the community and provide programming at a variety of community locations
- Increase efforts to attract tourists to the area by branding Los Alamos as a gateway to three national parks
  1. Provide information on LAC activities and amenities
  2. Provide technology access to visitors
- Address mental health issues related to stress and anxiety
  1. Develop partnerships with Social Services and other organizations
- Address Los Alamos’ silent but sizeable “near poor” population
  1. Develop partnerships with Social Services, Senior Center, and other organizations
  2. Address issues of equity and the digital divide
- Nine Goals 2020 – 2023
  1. Offer innovative and diverse programming, services and resources for youth, families, and adults that meet their evolving needs (to be delivered in the library or where they are)
  2. Develop partnerships with other CSD divisions, County departments and other community organizations to build mutually beneficial connections, leverage resources and increase collaboration and coordination to meet identified community needs

3. Provide a safe, comfortable, accessible space that meets the technological and physical demands of a 21st century library
4. Keep technology up to date for the efficiency and convenience of patrons and staff and provide both mainstream and emerging technologies to community members that promote equity and address the digital divide
5. Attract and retain qualified and diverse, paid and volunteer staff for all services and activities
6. Keep collection up to date; diverse in subjects, formats, and experiences; responsive to community needs; and attractive
7. Produce effective and centralized marketing to engage the community in library events and services and to increase awareness that the library is an essential resource for individuals and the community
8. Acquire stable, broad-based, financial, and non-financial resources to support the programs and growth envisioned in this Strategic Plan
9. Embed librarians in the community and organizations outside of the library walls

## G. Methodology of this Planning Process

This project has been guided by a project team made up of County staff. This team provided input to the consulting team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultants' expertise and incorporates the local knowledge and institutional history that only community members can provide.

### **Community Engagement**

- Focus Groups
- Public Community Meetings
- Stakeholder Interviews
- Statistically Valid Survey
- Findings Presentation

### **Inventory and Assessment**

- Inventory and assessment of existing County-owned parks, open space, trails, recreation facilities, cultural and social services sites, and libraries
- ADA Audit and Transition Plan

### **GRASP® LOS Analysis**

- Evaluation of capacity-based LOS analysis for all the assets in the Parks and Recreation system

- Review of how assets are serving the community and how they fit into the system

### **Assessment and Analysis**

- Review and assessment of relevant plans
- Benchmarking to similar county agencies
- Measurement of the current delivery of service for park and recreation facilities using the GRASP® LOS Analysis and allowing for a target LOS to be determined that is both feasible and aligned with the desires of citizens as expressed through the citizen survey; this analysis is also represented graphically in GRASP® perspectives
- Exploration of finance and funding mechanisms to support development and sustainability within the system

### **Needs Assessment**

- Consideration of the profile of the community and demographics, including population growth
- Research of trends related to American lifestyles to help guide the Department's efforts over the next several years

### **Operations Analysis**

- Analyze the Department's programming and service delivery
- Conduct an organizational Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
- Broad assessment of the overall departmental operations

### **Recommendations: Goals, Objectives, and Action Plan**

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation
- Development of an action plan for capital improvements including cost, funding source potentials, and time frame to support the implementation of the plan
- Conceptual designs for the four major parks



### III. Community and Identified Needs

Identification of current community resources, as well as recreation trends, community demographics, and needs, help us better understand future opportunities for LAC. The historic values and standards that the Department brings to the community, along with park and recreation trends, work together to create a unique opportunity for Los Alamos to plan and implement for future park and recreation facilities.

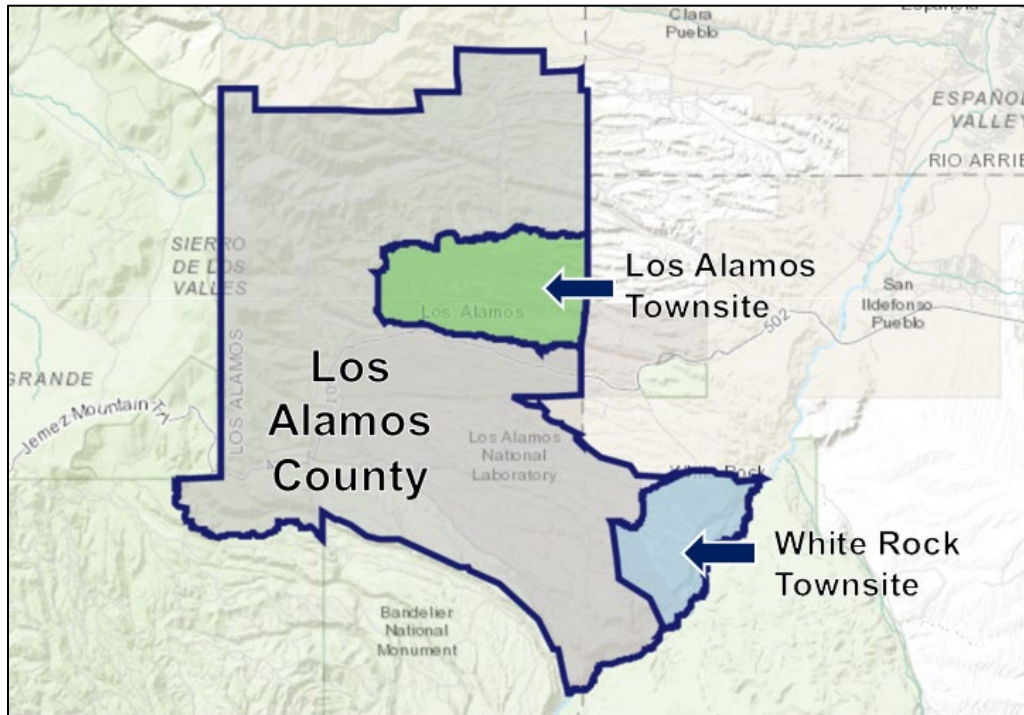
Following is an overview of the Los Alamos community and a needs assessment of Community Services facilities and services. BerryDunn has compiled relevant benchmarking and comparison data of commonly accepted key items of importance to the County to compare the community's facilities and tracked allocated resources with communities of similar size and demographics.

Typical benchmarking comparables include population, operations, capital improvement budgets, full-time equivalent employees (FTEs), and land acreages. Other factors that may be evaluated include open space land acreage, recreation facilities, recreation programs and services, revenues, expenses, usage, and staffing levels. We will also review relevant cultural, social, economic, demographic, and environmental trends using available data and statistical information.

## A. Los Alamos Population and Demographic Trends

### LAC Demographic Profile

Figure 1: LAC Demographic Map



Source: Esri Business Analyst

The LAC demographic profile was developed to provide an analysis of household and economic data in the area, helping to understand the type of park and recreation components that might best serve the community. Most of the data referenced throughout this report is sourced from Esri Business Analyst, which utilizes the U.S. Census to provide estimates for 2021 and 2026.<sup>1</sup> In addition, data from American Community Survey and Robert W. Johnson Health Rankings provides additional information about health rankings.

In this report, two primary townsites are compared: Los Alamos Townsite and White Rock Townsite, with an overall analysis of LAC. When applicable, data from the State of New Mexico and the United States are compared to provide additional reference points and to further understand how the County is similar or different to state and national averages.

### Population

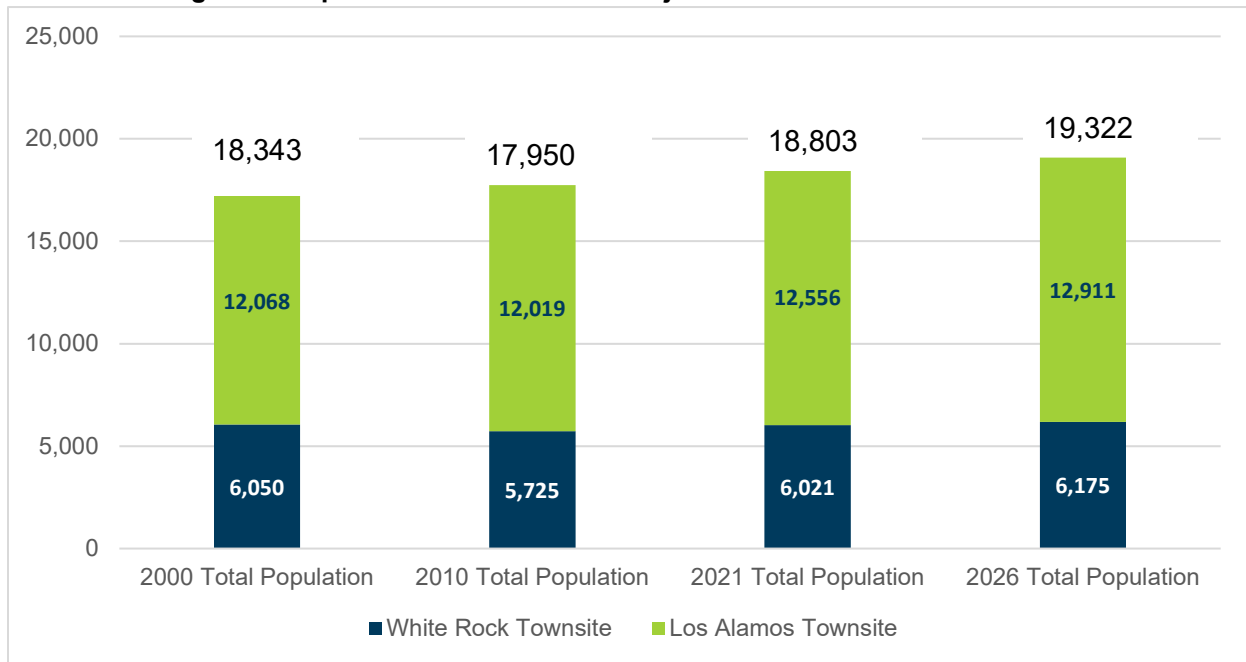
In 2021, LAC had an estimated population of 18,803, growing at a rate of 0.41% on average annually since 2010. During that time, the County gained just under 1,000 residents. From 2021

<sup>1</sup> Esri balances the Census 2020 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate population estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in February 2022.

to 2026, the County is projected to grow at a slightly higher rate of 0.55%. If that rate continues to 2026, the population could reach 19,322.

The total population in the County is primarily made up of residents who live in White Rock Townsite or Los Alamos Townsite, except for a few hundred residents living in rural parts of the County. Figure 2 below shows the demographic makeup of the community, with most of the residents living in Los Alamos Townsite. The number in the blue segment of each column is the population of White Rock Townsite over time; the number in the green segment of each column is the population of Los Alamos Townsite. Finally, the top number above each column represents the total population in LAC.

**Figure 2: Population Estimates and Projections in LAC from 2000 to 2026**



*Source: Esri Business Analyst*

## Age

47

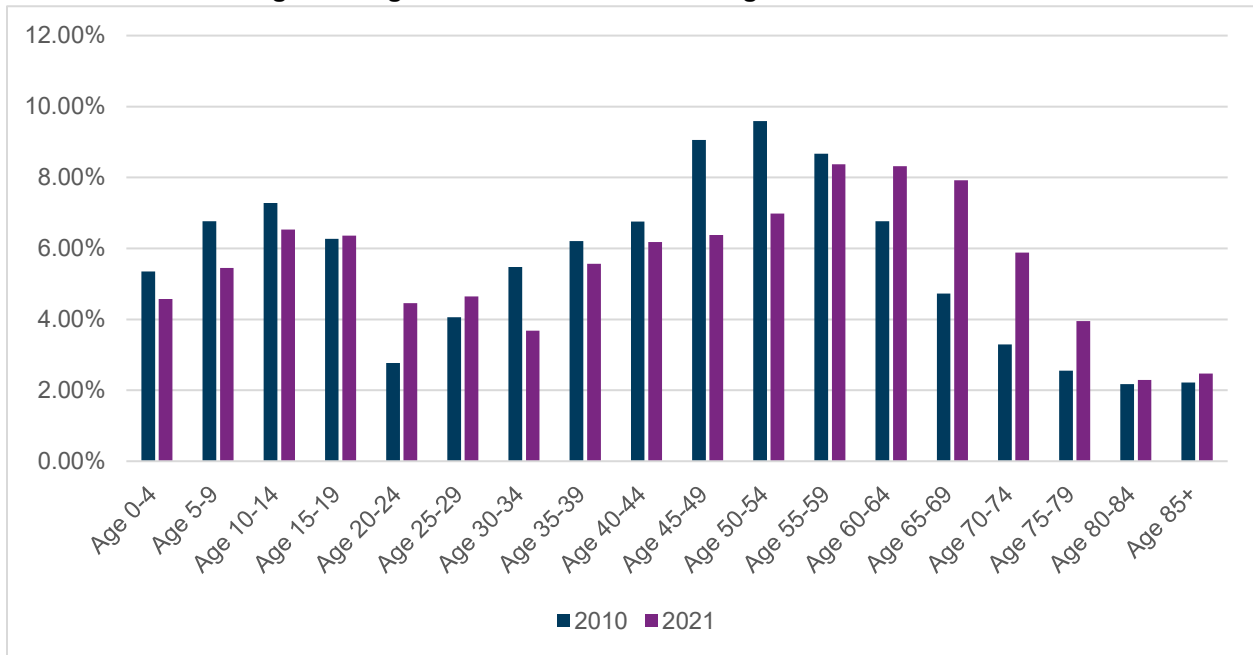
Median Age

Source: 2021 Esri Business Analyst

According to Esri Business Analyst, the median age in LAC is 47 years old, older than the State of New Mexico (38.3) and the United States (38.8). The median age is projected to increase to 47.8 years old in the County by 2026.

The age distribution in LAC in 2021 is reflective of an aging community. The age cohorts with the most growth from 2010 to 2021 were those older than 60. Those between the ages of 45 and 54 experienced the highest decline in their age cohort.

**Figure 3: Age Distribution in LAC Change From 2010 to 2021**



Source: 2021 Esri Business Analyst

Looking at the median age of the townsites and geographic comparisons shows the older age profiles compared to New Mexico and the United States. White Rock had a median age of 49 years old in 2021, compared to 46.1 years old in Los Alamos Townsite—contributing to an overall median age of 47 years old in the County.

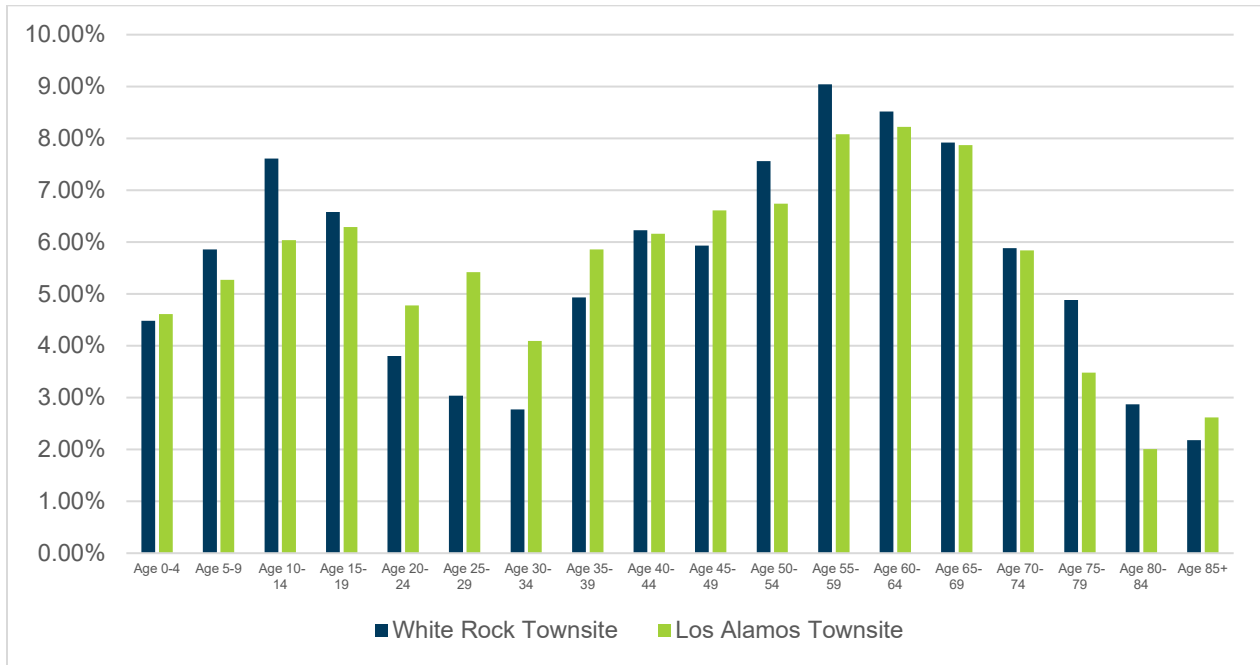
**Table 1: Median Age Comparisons**

White Rock Townsite	Los Alamos Townsite	Los Alamos County	New Mexico	United States
49.0 years	46.1 years	47 years	38.3 years	38.5 years

Source: 2021 Esri Business Analyst

When comparing the age distribution across the townsites, there is a higher percentage of residents in their twenties in Los Alamos Townsite. Generally, White Rock Townsite has a larger cohort of those older than 50, and slightly more residents who are under 18.

**Figure 4: Median Age Comparisons**

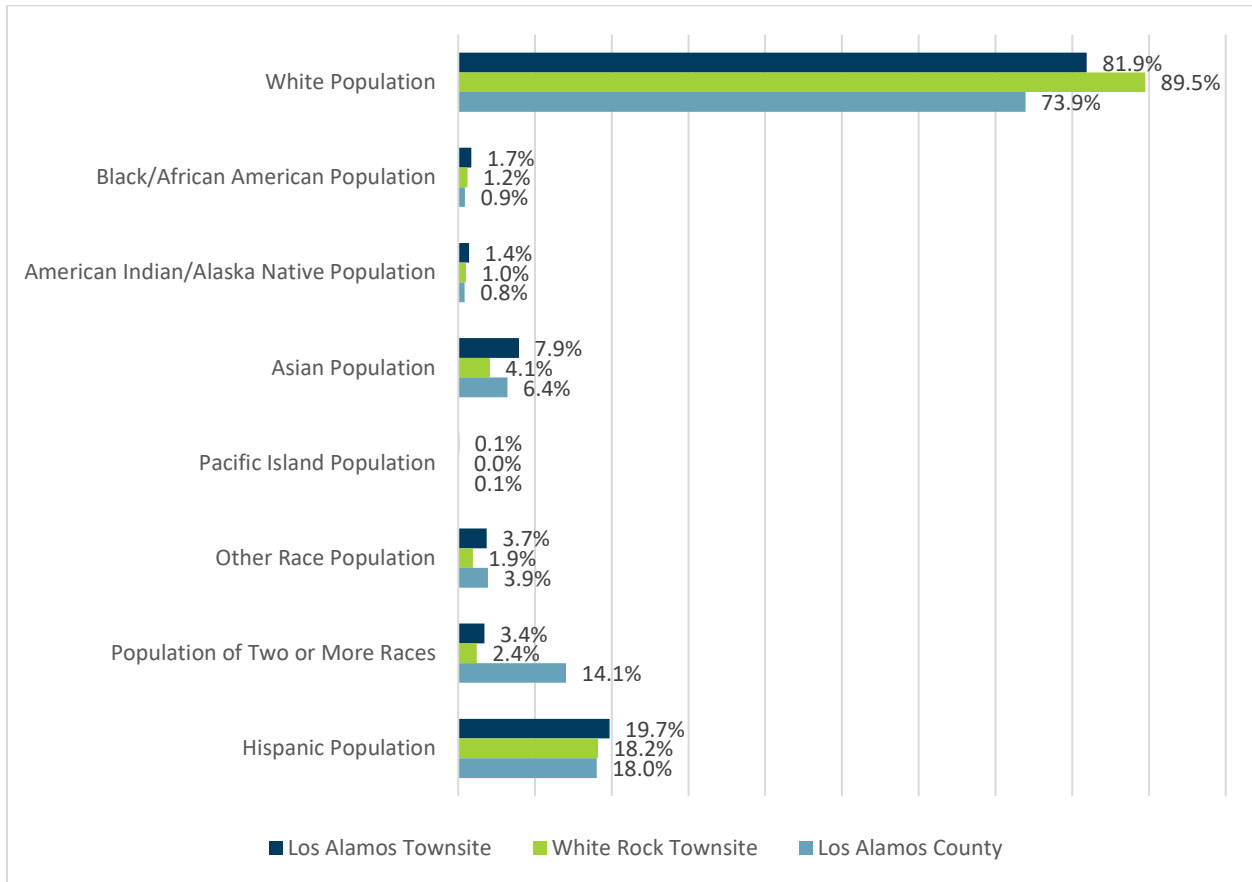


## Diversity in LAC

Understanding the race and ethnicity of LAC residents is important because it is reflective of the diverse history, values, and heritage of the community. This type of information can assist the County in creating and offering recreational programs that are relevant and meaningful to residents. In addition, the data can be used in finding gaps and disparities when it comes to equitable access to parks.

As seen in Figure 5, LAC is primarily white, with over 84% of residents falling into this category. Los Alamos Townsite is slightly more diverse than White Rock Townsite, with close to 8% of residents identifying as Asian and almost 2% identifying as Black or African American. In addition, slightly more residents identify as being of Hispanic origin.

**Figure 5: Race Comparison for LAC Townsites**



Source: Esri Business Analyst

Overall, LAC is less diverse than the State of New Mexico, where over 50% of residents identify as Hispanic, but very similar to the United States where roughly 19% of residents identify as Hispanic.

**Table 2: Residents Identifying as Hispanic**

White Rock Townsite	Los Alamos Townsite	Los Alamos County	New Mexico	United States
18.24%	19.66%	19.29%	50.07%	18.92

Source: Esri Business Analyst, 2021

## Educational Attainment

Table 3 below shows the percentage of residents (25%+) who obtained various levels of education in LAC. Overall, the County has a much higher educational level than the State of New Mexico and the United States. Less than 2% of residents in the County had not received a high school or equivalent diploma, while over 67% had received a bachelor's degree or higher.

**Table 3: Educational Level of Bachelor’s Degree and Higher in LAC Subareas**

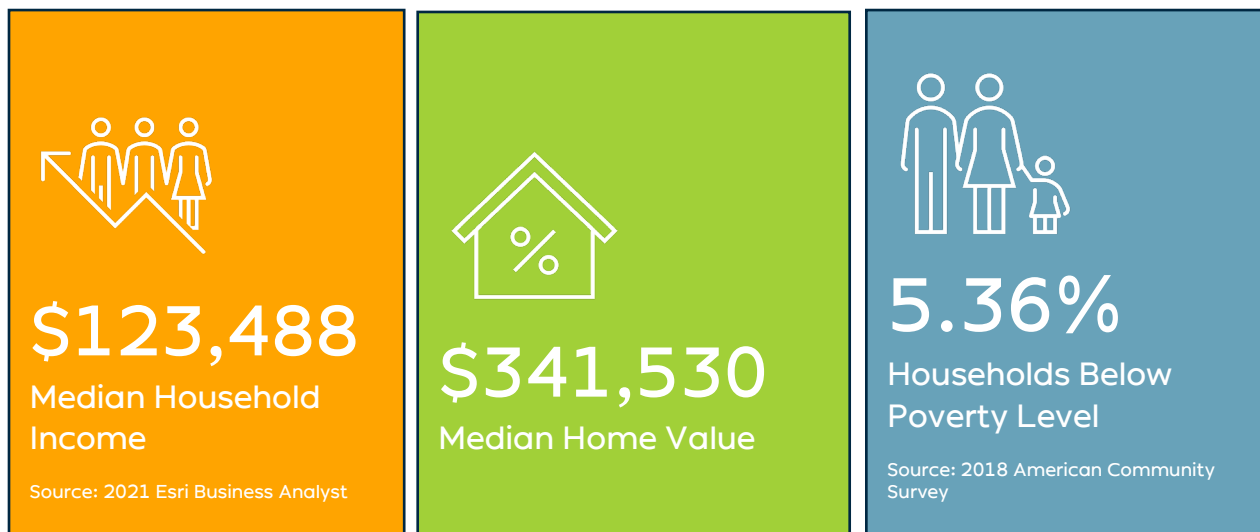
Education Level	% Completed
Less than 9th Grade	0.83%
9-12th Grade/No Diploma	1.44%
High School Diploma	7.77%
GED/Alternative Credential	0.82%
Some College/No Degree	13.16%
Associate's Degree	8.15%
Bachelor's Degree	26.48%
Graduate/Professional Degree	41.35%

Source: 2021 Esri Business Analyst

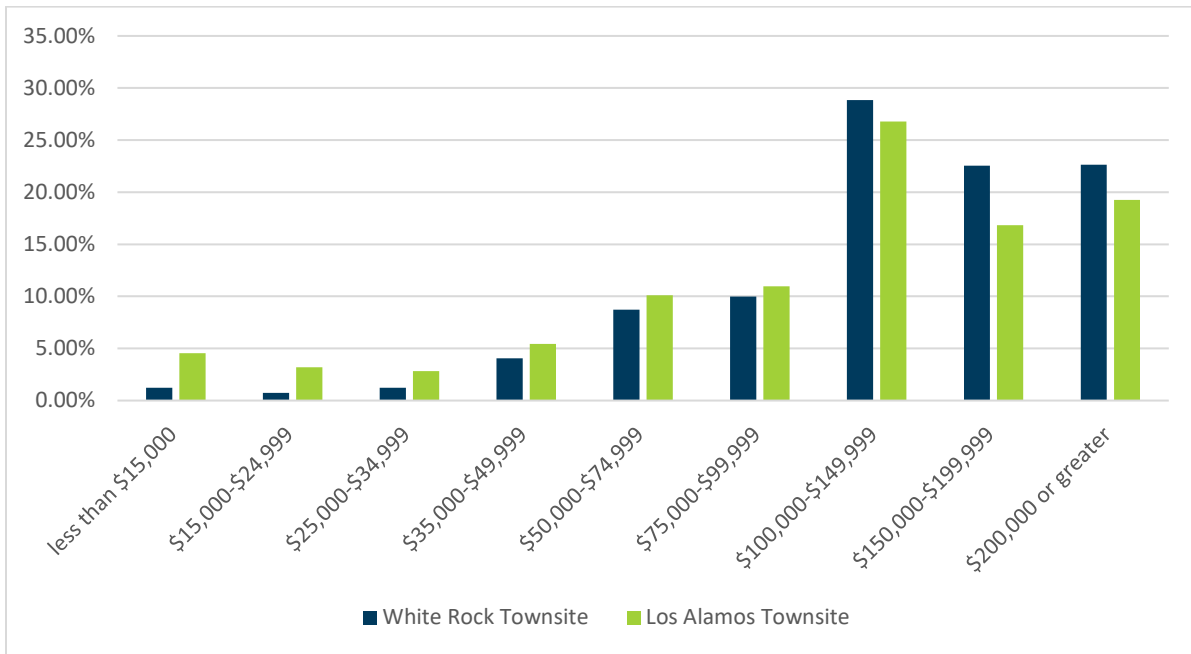
## Household Overview

The median household income in LAC in 2021 was \$123,488 with over 60% of County households making over \$100,000. The household income in the County was significantly higher than the State of New Mexico (\$51,889) and the United States (\$64,730). The median home value in LAC was \$341,530 compared to \$197,184 in New Mexico and \$264,021 in the United States.

**Figure 6: Median Household Overview**



**Figure 7: Median Household Overview (Cont.)**



Source: Esri Business Analyst

Just over 5% of households in the County were below the federal poverty level compared to 18.2% in New Mexico and 12.9% in the United States. Overall, this indicates a higher level of wealth in the area. For context, 2020 U.S. Federal Poverty Guidelines for a family of four in the contiguous 48 states place the poverty threshold at \$26,200.

**Table 4: 2020 Households Below the Poverty Level**

White Rock Townsite	Los Alamos Townsite	Los Alamos County	New Mexico	United States
2.2%	5.2%	4.4%	18.2%	12.9%

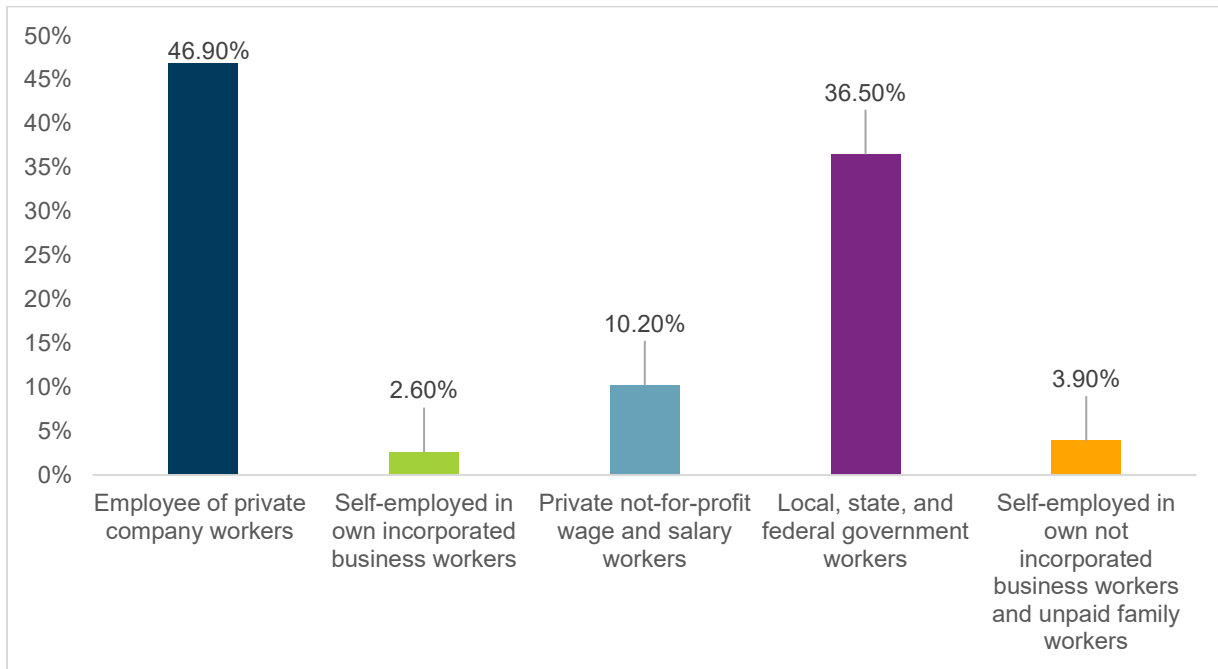
Source: American Community Survey

**Employment**

In 2021, an estimated 3.3% of LAC’s population was unemployed, lower than the State of New Mexico (7.4%) and the United States (13%). Approximately 87% of the population was employed in white collar positions, which encompass jobs where employees typically perform in managerial, technical, administrative, and/or professional capacities. Another 6% of the County’s population were employed in blue collar positions, such as construction, maintenance, etc. Finally, 7% of LAC’s residents were employed in the service industry. The low employment and competition from the Los Alamos National Labs provide challenges for hiring service and entry-level positions across the County. This directly impacts many of the County entry-level positions.

Data from the American Community Survey from 2020 indicates that close to 47% of the workforce are employees of private companies, while 36.50% of the workforce are employed by local, state, and federal government agencies. Regardless of industry, there are several unfilled positions in the community for service-level positions. This is an important consideration as the County considers renovations and service delivery. The County might need to look at reduction of employee hours and investments of technology to deliver services.

**Figure 8: Employment Distribution**

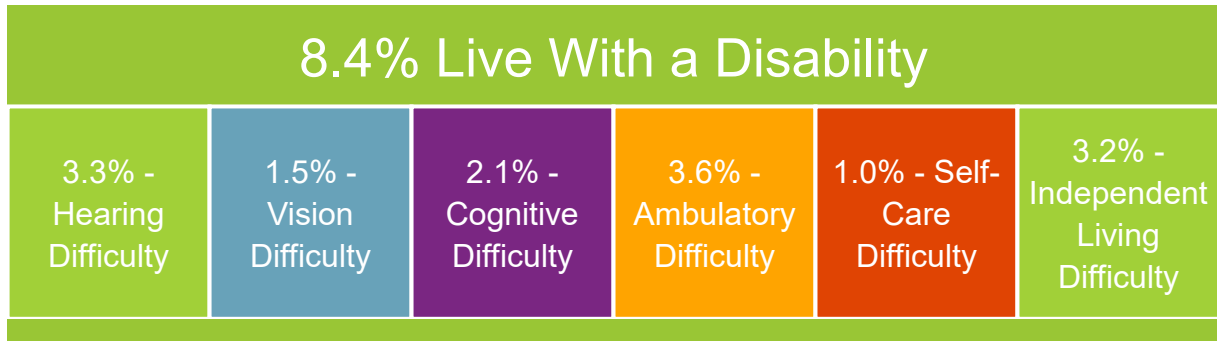


Source: American Community Survey, 2020

## People with Disabilities

According to the U.S. Census, 8.4% of residents in LAC lived with a disability in 2020. Respondents of the American Community Survey who report any one of the six disability types (identified below) are considered to have a disability. Likewise, an individual may identify as experiencing more than one disability. Therefore, the percentages below do not equal the total percentage of individuals who live with a disability in the County.

**Figure 9: Residents Living With a Disability**



**Health and Wellness**

Understanding the status of a community’s health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation’s *County Health Rankings and Roadmaps* provided annual insight on the general health of national, state, and county populations.

For three years in a row since 2018, LAC has been designated the nation’s healthiest community in the Healthiest Community Rankings by the U.S. News & World Report.

Los Alamos County ranked first out of 33 New Mexico counties for Health Outcomes.

Figure 9 below provides additional information regarding the County’s health data as it relates to parks, recreation, and community services. <sup>2</sup>

**Figure 10: LAC Health Rankings Overview**



*Source: Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps*

<sup>2</sup> Robert Wood Johnson Foundation, *County Health Rankings 2021*, <http://www.Countyhealthrankings.org>

## B. Community and Stakeholder Input Summary

The public process for the Los Alamos Master Plan covered four months and had over 200 participants in 13 focus groups, five board presentations, and one summary webinar. This section summarizes the key issues and input that were mentioned in several of the meetings. A full summary of all input can be found in the Appendix.

The findings are summarized in the Key Issues Matrix (Table 5), which captures all the key issues that surfaced during the Master Plan process and prioritizes them on one matrix. The key issues were placed into four categories on the matrix:

- Priority
- Opportunity to Improve
- Minor or Future Issue
- Left blank means the issue did not come up or was not addressed in that venue

The qualitative data planning tools used to determine the priority of key issues include:

- Existing County planning documents
- Consultant team's expertise
- CSD staff input
- Public forum input
- Stakeholder focus group input
- LAC leadership team

The quantitative data planning tools used to determine the priority of the key issues include:


- Community survey
- CSD data
- Facility Assessment and LOS Analysis
- ADA Audit and Transition Plan

The key issues were organized into three areas:

- Organizational
- Programs and Service Delivery/Integration
- Facility and Amenities

Table 5: 2022 Data Source

2022 Data Source	Qualitative Data											Quantitative Data			
	2022 ADA Transition Plan	Comp Plan	2021 Strategic Leadership Plan	2018 Tourism Strategic Plan	2019 Economic Vitality Strategic Plan	Open space management Plan	2017 Bicycle Transportation Plan	Consultant Team	Staff Input	Public Input	Stakeholder Input	Leadership	Community Survey	LAC Data	Facility Assessment/LOS
<p><b>Key Issue - Rating Scale</b></p> <p>a - priority  b - opportunity to improve  c - minor or future issue</p> <p>blank means the issue didn't come up or wasn't addressed</p>															
<b>Organizational</b>															
Improve and increase partner agency relationships		a	a	a	a		a	a	a	a	a	a	a	a	
Need better marketing and communication of activities			a	a	a			a	a	a	a	a	a	a	
Attract tourism & outdoor recreational opportunities				a	a	a		a	a	a	a	a	a	a	
Increase community-wide inclusivity				a				a	a	a	a	a	a	a	
Website is not current or usable for patrons								a	a	a	a	a	a	a	
WiFi in all parks and facilities								a	a	a	a	a	a	a	a
Pursue grant opportunities								a	a	a	a	a	a	a	
Need better wayfinding signage and maps				a				a		a	a	b	b	b	a
Upgrade an increase volunteer program								a	b	a	a			b	
<b>Programs and Service Delivery / Integration</b>															
Attract tourism, outdoor recreational, nature education, and stewardship		a	a	a	a	a		a	a	a	a	a	a	a	
Increase Cultural programs and services			a	a	a			a	a	a	a	a	a	a	
Need more programming for families, youth, middle schoolers, teens				a	a			a	a	a	a	a	a	a	
Integration of Health, Wellness, and Social Services programs for all ages			a		a			a	a	a	a	a	a	a	
Increase mental and physical health services for youth, middle schoolers, teens,			a					a	a	a	a	a	a	a	
Increase programs in wellness/fitness, cultural, special needs				a				a	a	a	a	a	a	a	
Increase number of special events				a	a			a		a	a	a	a	b	
Expand operational hours for working public				a				b	b	b	b		b	a	
Increase number of child care opportunities								b	b	a	a	b			

2022 Data Source	Qualitative Data													Quantitative Data		
 <p style="text-align: center;"><b>Key Issue - Rating Scale</b></p> <p style="text-align: center;">a - priority b - opportunity to improve c - minor or future issue</p> <p style="text-align: center;">blank means the issue didn't come up or wasn't addressed</p>	2022 ADA Transition Plan	Comp Plan	2021 Strategic Leadership Plan	2018 Tourism Strategic Plan	2019 Economic Vitality Strategic Plan	Open space management Plan	2017 Bicycle Transportation Plan	Consultant Team	Staff Input	Public Input	Stakeholder Input	Leadership	Community Survey	LAC Data	Facility Assessment/LOS	
<b>Facilities and Amenities</b>																
Improve low scoring amenities	a	a	a	a	a		a	a	a	a	a	a	a	a	a	a
Maintain and improve existing facilities	a	a	a	a	a		a	a	a	a	a	a	a	a	a	a
Upgrade outdated amenities that do not function well	a	a	a	a	a		a	a	a	a	a	a	a	a	a	a
Additional trails / bike paths / connectivity	a	a		a	a	a	a	a	a	a	a	a	a	a	a	a
Continue to add/improve current projects and future facilities	a	a	a	a	a		a	a	a	a	a	a	a	a	a	a
Preserve open space, historical, cultural resources	a	a	a	a	a	a		a	a	a	a	a	a	a	a	a
Deferred maintenance	a		a	a				a	a	a	a	a	a	b	a	a
Trail signage and maps	a			a		a	a	a	a	a	a	a	b		a	a
Increase ADA accessibility at all facilities	a							a	a	a	a	a	a	a	a	a
Improve restroom availability & maintenance in parks and trailheads	a			a				b	b	a	a	b	a	a	b	

## C. Key Issues

### Organizational

A theme brought up during outreach was that though there was strong collaboration between the County, agencies, and nonprofits, there is an opportunity for better coordination and collaboration of community services among partner agencies, especially those providing social services.

Some residents mentioned that they often did not know about all available activities and resources. Because residents get their information from a variety of different sources, development of better marketing and communications of materials and methods, especially utilizing a variety of media options, is recommended.

There was a desire for CSD to take the lead on reaching out to all partner agencies to collaborate on creating a one-stop shop for social services and activities for all Los Alamos and White Rock residents and visitors. The Department was viewed as being suited for this role due to both the breadth of its services and locations, as well as its role in the community as an information center and a provider of community services.

Technology recommendations included exploring increasing Wi-Fi coverage at all parks and facilities and improving the accessibility of the Department's websites. Expanded Wi-Fi coverage can be both a convenience for the public as well as a critical resource for those who cannot afford internet access.

Environmental stewardship and sustainability were also important identified themes. The high value residents and staff place on the County's natural resources and amenities is prominent in the community's priorities and identity.

To achieve all the goals laid out in the plan, it's important for the County to obtain new resources. Investing in the pursuit of grant opportunities could greatly enhance the number of projects and services the County can invest in. Similarly, increasing volunteer opportunities can benefit the well-being and social engagement of community volunteers, while also potentially saving the County money in salaries.

### Programs and Service Delivery/Integration

Los Alamos is well positioned to provide exceptional outdoor recreational, nature education, stewardship, and tourism opportunities. With all its trails, parks, facilities, and programs, the County has numerous attractions for both residents and visitors.

A common theme from outreach was about providing more programming for families, youth, preteens, and teens. Though the County already offers many programs and services for this demographic, there are opportunities to expand the program opportunities and the locations where they are offered. Examples that were brought up during outreach include after-school, life skills, and technology programs.

Similarly, increasing mental and physical health services for youth, preteens, teens, and families was also prioritized during outreach. The Department's potential role for this could be to increase awareness of available services to all needs and all ages in the County.

Increasing and improving partnerships for knowledge sharing of where and how to receive social, health, and wellness services is another opportunity for the Department. Integration in CSD of information on where to go for health, wellness, and social services was a theme brought up during outreach.

Other service opportunities for CSD to consider include adding cultural and multicultural educational and recreational activities; expanding programs in wellness, fitness, cultural, and special needs; and enhancing community special event opportunities.

Another theme that was brought up under programs and service delivery was a concern that more services could be provided that would better accommodate the working public. This included expanding the hours that special events and activities were held.

## Facilities and Amenities

There is a priority in the community to take care of its current amenities while also taking advantage of enhancing them when there is a need and opportunity to do so. The balance between improving low-scoring amenities, maintaining and improving existing facilities, and upgrading outdated amenities that do not function well is an important one for CSD to consider as it moves forward with capital planning. The recommendations in this plan will assist in this effort.

Similarly, common priorities that came up during outreach were desires for preserving open space, historical, and cultural resources. Stewardship of Los Alamos' unique amenities and heritage was an important theme that came up throughout the master planning process.

Additional facility considerations that were prioritized in this area include enhancing trail signage and maps, increasing ADA accessibility at all facilities, and improving restroom availability in parks and trailheads. These actions can improve the experiences of all users of Los Alamos' amenities.

This plan looks at the outdoor recreation facilities of the CSD. Buildings that are operated or controlled by CSD contracts are in the process of having a Facility Condition Assessment (FCA) completed by the Public Works Department. While the responsibilities have some overlap, the buildings fall within the scope of the Facilities Management Division. The FCA will identify structural and major system issues and be funded in accordance and priority set forth by the Major Facilities Management Fund.

## D. Community Survey Summary

As part of this master planning effort, a survey was conducted in Los Alamos to gather community feedback on the LAC CSD. The survey research effort and subsequent analyses were designed to assist the LAC CSD in integrating the community's needs and desires into the development of this master plan.

The primary methods for this survey included a statistically valid invitation survey and an open link survey. For the statistically valid survey, postcards were mailed to every residential address in LAC, with instructions to complete the survey online through a password-protected website (one response per household). Paper surveys were also available upon request at libraries and senior centers. 9,189 postcards with invitations to the survey were mailed. 8,833 were delivered, and 787 invitation surveys were completed. The open link survey was available to all stakeholders, including non-County residents (e.g., commuters). Three hundred and eleven open link surveys were completed.

Due to the size of the report, the complete survey findings were delivered to staff and are not included in this document.

### **Key Findings:**

Familiarity with CSD opportunities is variable (see Q3). The average rating for the Invite sample is 3.4 on a scale of 1 to 5 (where 5 = “very familiar”). About one in five respondents are not familiar (1 or 2 rating), and about 50% are familiar/very familiar (4 or 5). The Open Link sample is slightly less familiar with CSD opportunities on average (3.3).

Nearly all respondents have used parks and open spaces (97% of Invite sample, 94% of the Open Link sample; see Q6). Other widely used facilities include trails, cultural and historical programs and services, and libraries. Relatively few respondents from both samples have used mental health services or financial assistance programs. According to respondents, “improved communication about offerings” would most help respondents in using LAC CSD facilities or services. A total of 29% of Invite respondents said expanded hours of operation would increase use of facilities. The Open Link respondents were particularly likely to indicate that better condition/maintenance of parks or facilities, and additional facilities and amenities, would help increase their use.

County parks, trails, and library services are the most important facilities and amenities to respondents. Additionally, respondents were likely to indicate that their needs were met by these facilities/amenities.

Areas to focus on identified by the Invite sample (higher importance, lower needs met) include the Aquatics Center; activities and programs for families; mental and physical health services for seniors, youth, preteens, and teens; and activities and programs for youth, preteens, and teens

The top five facilities and amenity priorities for the Invite sample are: additional trails and bike paths, additional trail signage and maps, additional picnic and shade shelters, better maintenance of existing Parks and Recreation facilities, and upgrades to Camp May. The Open Link sample is comparatively more interested in an upgraded Ice Rink.

The top five programs and services priorities for the Invite sample are: physical and mental health programs and services for everyone, special events, cultural programs and services, and child care. The two samples are generally in agreement regarding overall priorities.

There is some room for improvement for the County to increase the effectiveness of communication about Parks and Recreation opportunities. The average rating of the Invite sample is a 3 on a scale of 1 to 5 (where 5 = “very effective”). Emails about parks and recreational facilities, programs, and services are the most preferred communications method as rated by both sample groups. Invite respondents currently use the LAC website (41%) and local media (41%) relatively frequently; the Open Link sample indicated they use social media most frequently.

The survey asked about preferred sources for funding top-priority future needs. Households heavily favor “grants and private foundations” as a source of funding for their recommended projects. Respondents are relatively unlikely to support funding through development land dedications and new local option gross receipts tax.

## E. Operations Analysis

Benchmarking with communities of similar population and demographics can be an effective tool that allows for a point of comparison with other agencies.

*This purpose and process of this benchmarking study was to create a deeper understanding of how agencies similar in jurisdiction type and population size to LAC operate throughout the southwest, gaining clarity on how other agencies manage their budget, bring in revenue, offer programs, and run their facilities.*

In this study, the National Recreation and Parks Association (NRPA) Park Metrics custom reports were developed and analyzed for data comparison. NRPA Park Metrics is a national database where agencies submit relevant information related to their operations, budgets, and agency responsibilities. Limited information was available for 2022 during the time of writing, so 2021 data was utilized instead.

It is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, it does not necessarily lend itself to being a decision-making tool. For instance, agencies do not typically measure or define various metrics the same way for parks, trails, facilities, and maintenance. Agencies also vary in terms of how they organize their budget information, and it might be difficult to assess whether the past year’s expenses are typical for the community. Finally, the impact of COVID-19 has significantly altered program offerings, facility availability, and overall program delivery.

The intent of benchmarking is not to compare “apples to apples” with other agencies, as each jurisdiction has its own unique identity, ways of conducting business, and distinct community needs. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique.

### Jurisdiction Type – County Comparisons

There are several jurisdiction types that offer parks and recreation services, programs, and facilities. Those include, but are not limited to, towns, cities, districts, and counties—in addition to state and National Park governing agencies.



Because county jurisdictions are unique in the way they operate and provide services, usually to a population that may also be served by towns, districts, and/or cities, this study analyzed counties in the southwest whose data was available in NRPA Park Metrics.

The states in the southwest included in this study are:

- Arizona
- California
- Colorado
- Nevada
- New Mexico
- Oklahoma
- Utah

Completing a search of counties within the southwest that submitted their data into NRPA Park Metrics for 2021 are included in table below.

*The 13 county jurisdictions in the southwest are significantly larger in population than LAC. Only one agency (Lake County Recreation in Colorado) had a population under 100,000, while the median of all other sites equaled 494,755. This datapoint, by itself, reveals that LAC is unique in offering parks and recreation services to a smaller population.*

**Table 6: Parks and Recreation Southwest County Agency Comparison – Population**

County	State	Jurisdiction Population
LAC	NM	18,803
Bernalillo County Parks and Recreation	NM	681,295
El Paso County Community Services Department	CO	622,263
Lake County Recreation	CO	7,800
Los Angeles (County) Department of Parks & Recreation	CA	10,000,000
Maricopa County Parks and Recreation	AZ	4,485,414
Mesa County Parks & Landscapes	CO	155,703
Mohave County Parks	AZ	213,267
Pinal County Open Space and Trails	AZ	494,755
San Luis Obispo (County of), Parks and Recreation	CA	283,111
Santa Clara County Parks and Recreation Department	CA	1,936,259
Santa Cruz Co Parks & Rec Dept	CA	273,213
Travis County Parks	TX	1,290,288
Washoe County Department of Regional Parks & Open Space	NV	486,492

## Jurisdiction Population – Population Size

Jurisdiction types are not the only type of helpful categories to compare. Population size, budget size, number of FTEs, and number of parks or sites maintained are all filtering categories within NRPA Park Metrics. One of the most useful comparisons is population, because it is one of the most common and straightforward ways of analyzing data. Population size represents the total number of residents that an agency serves.

Completing a search of agencies in the southwest similar in population to LAC resulted in a search filter between 10,000 to 30,000 people. NRPA Park Metrics showed that there were 18 agencies (cities and special districts) that fell into this category.

*There were 18 agencies with similar populations to LAC in the southwest. Over a third of them were in Texas, with the rest of them primarily being in California and Utah. Most of the agencies for the study were cities, with six of them being special districts (which is particularly common in California and Utah).*

**Table 7: Parks and Recreation Southwest Agency Comparison – Jurisdiction Population**

County	State	Type	Jurisdiction Population
LAC	NM	County	18,803
Alvin Parks & Recreation Department	TX	City	28,000
Bay City (City of) Parks and Recreation	TX	City	17,000
Boerne PARD	TX	City	18,232
Brushy Creek Municipal Utility District	TX	Other	22,500
City of Ennis, TX	TX	City	20,000
City of Marshall	TX	City	23,750
City of Mount Pleasant Parks and Recreation	TX	City	15,924
Golden (City of) Parks and Recreation	CO	City	20,000
Greenville (City of)	TX	City	29,374
Imperial Beach (City of)	CA	City	27,440
La Palma (City of) Recreation & Community Services	CA	City	15,581
McKinleyville Community Services District	CA	Special District	16,948
Mill Valley Recreation	CA	City	14,259
Mountain Recreation	CO	Special District	20,000
Paradise Recreation and Park District	CA	Special District	30,000
Rio Linda Elverta Recreation and Park District	CA	Special District	25,000
Snyderville Basin Special Recreation District	UT	Special District	23,000
Stansbury Park Service Agency	UT	Special District	14,000

## Benchmarking Analysis

To provide a detailed comparison in this report, the median values for both jurisdiction type (County) and population size (10,000 to 30,000) from the agencies listed above are included in the tables below. Not all agencies in Park Metrics answered all the questions below; the

analysis utilized all available information. In addition, numbers were rounded to the nearest whole number for readability.

Not all agencies have the same scope of services, geographic layout, or climates. So, comparison numbers should not be looked at as equals. Rather, benchmarking provides a point of information that can be used to help further analysis of an organization’s operations.

## Operating and Capital Budgets

*Operating and capital budgets were significantly larger for counties in the southwest than the smaller jurisdictions. This has less to do with the jurisdiction type and is more related to the size of the population.*

**Table 8: 2021 Operating and Capital Budgets**

Metric	Los Alamos County	Jurisdiction Type Counties Median	Population Size 10,000 – 30,000 Median
What were the total operating expenditures for your agency during Current Fiscal Year?	\$14,696,342	\$9,235,509	\$1,963,430
Please estimate your agency’s Total non-tax revenues for Fiscal Year Current Year	\$3,625,272	\$5,146,433	\$760,957
Capital budget for next five years	\$26,153,045	\$28,646,384	\$4,551,244
Capital budget for Current Fiscal Year	\$13,390,000	\$4,884,706	\$350,000
Value of deferred maintenance projects your agency faces. Includes repairs & maint. of your agency’s infrastructure.	\$1,800,000	\$4,390,828	\$261,243

## Budget Allocation

County jurisdictions in the study allocated a majority (98%) of their operating expenditures to the management and maintenance of parks, compared to 39% of agencies between 10,000 and 30,000. It is typical for County agencies to focus on regional parks, leaving city, town, and special districts to manage local parks and recreation programs.

**Table 9: How Agencies Manage Operating Budgets**

Metric	Los Alamos County	Jurisdiction Type Counties Median	Population Size 10,000 – 30,000 Median
Percentage of agency's total operating expenditures for the following categories (Percentages do not total 100%, as the numbers below represent median values from Park Metrics respondents).			
Parks	20%	98%	39%
Recreation	26%	6%	32%
Other	44%	3%	15%
Please estimate the percentage of agency's total operating expenditures for each of the following categories			
Personnel services	41%	59%	53%
Operating expenses	59%	36%	37%
Capital expense not in CIP	0	1%	5%
Other	0	2%	0%
Percentage of agency's total operating expenditures from each of the following sources			
General fund tax support	75%	53%	46%
Dedicated levies	0	0%	5%
Earned/generated revenue	24%	12%	18%
Other dedicated taxes	0	0%	0%
Sponsorships	0	0%	1%
Grants	1%	1%	2%
Other	0	6%	10%

## Capital Budget Allocation

Capital budgets for counties were generally allocated toward new development as opposed to renovation. The smaller cities and districts in the study allocated more for renovation compared to renovation.

**Table 10: How Agencies Manage Capital Budgets**

Metric	Los Alamos County	Jurisdiction Type Counties Median	Population Size 10,000 – 30,000 Median
Percentage of agency's capital budget designated for the following purposes? <i>(Percentages do not total 100%, as the numbers below represent median values from Park Metrics respondents)</i>			
Renovation	20%	40%	82%
New Development	80%	56%	19%
Acquisition	0	0%	2%
Other	0	0%	33%

## Park and Trail Inventory

*The data below indicates that counties in the study managed and maintained significantly more park acres and trails than the other jurisdictions. It is typical for counties to manage regional Parks which are typically larger in size; likewise, counties may manage greenways and connector trails that cities and special districts do not.*

**Table 11: Parks, Park Acres, and Trail Miles Managed by Agencies**

Metric	Los Alamos County	Jurisdiction Type Counties Median	Population Size 10,000 – 30,000 Median
Total number of parks	45	33.5	8.0
Total park acres	6,175	7,311.5	130.0
Total number of trail miles managed or maintained by agency	120	90	3.0

## Staffing and FTE Allocation

*The number of full-time employees and FTEs were greater for County agencies in this study; however, this finding is most likely correlated to population size rather than jurisdiction type. One finding typical to counties is their allocation of FTEs to the operations and maintenance of parks and facilities, as opposed to programming. Likewise, city and district FTEs are generally more heavily allocated toward programs and services.*

**Table 12: Agency FTEs and Staffing Designation**

Metric	LAC CSD	Jurisdiction Type Counties Median	Population Size 10,000 – 30,000 Median
Total number of FTEs	105.23	73	21
Percentage of full-time FTEs are involved in the following operational areas? <i>(Percentages do not total 100%, as the numbers below represent median values from Park Metrics respondents).</i>			
Administration	10.69%	18%	20%
Operations/Maintenance	34.38%	65%	30%
Programmers	46.81%	4%	37%
Capital development	2.25%	3%	3%
Other	5.87%	6%	0%

## Facility and Amenities Offered by Agencies

*Agency responsibilities were similar across jurisdiction type and population. County jurisdictions were more likely to manage campgrounds, trails, greenways, and blueways, as well as special purpose parks and open spaces. The cities and districts with similar population to Los Alamos were more likely responsible for sports courts and facilities, non-park sites, special events, and indoor facilities.*

**Table 13: Facility-Related Responsibilities**

Does Your Agency Offer...	Jurisdiction Type Counties	Population Size 10,000 – 30,000
Operate and maintain park sites	85%	89%
Operate and maintain indoor facilities	61%	83%
Operate, maintain, or contract golf courses	38%	28%
Operate, maintain, or contract campgrounds	54%	11%
Operate, maintain, or contract indoor swim facilities/water parks	15%	22%
Operate, maintain, or contract outdoor swim facilities/water parks	62%	56%
Operate, maintain, contract racquet sport activities/courts/ facilities	38%	72%
Operate, maintain, or contract tourism attractions	62%	28%
Provide recreation programming and services	69%	83%
Operate and maintain non-park sites	54%	89%
Operate, maintain, or manage trails, greenways, and/or blueways	85%	67%
Operate, maintain, manage special purpose parks & open spaces	77%	61%
Maintain, manage or lease indoor performing arts center	8%	6%
Administer or manage farmers markets	8%	17%
Administer community gardens	54%	39%
Manage large performance outdoor amphitheaters	15%	6%
Administer/manage tournament/event quality indoor sports complexes	8%	11%
Administer/manage tournament/event quality outdoor sports complexes	46%	39%
Conduct major jurisdiction wide special events	54%	72%
Have budgetary responsibility for its administrative staff	54%	83%
Operate, maintain or contract marinas	23%	6%
Maintain or manage beaches (inclusive of all waterbody types)	46%	22%

## F. Potential Funding Sources

### Fees and Charges

#### Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to golf courses, ice rinks, and aquatics centers. The consultant team recommends continuation of bulk discount buying of daily admission fees marketed as “monthly, seasonal, three-month, six-month, and/or annual passes.”

#### Registration Fees

This revenue source is for participating in programs, classes, activities, and events that typically require pre-registration to help ensure a place. These services may or may not have limited space. These participant fees attempt to recover a portion of direct expenses as outlined in County Policy 1462 Community Services Fees and Charges and are reviewed periodically. This document is approved by the County Council. The last update was made in October 2021.

#### Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as the Walkup Aquatics Center, Ice Rink, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs.

## Alternative Community Services Operations and Capital Development

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by BerryDunn. Some of the strategies might currently be used by your agency but might not be used to maximum effectiveness or capacity. Those that might not currently be used by your agency should be considered for a project or the operation’s specific relevance.

#### General Obligation Bonds

Bonded indebtedness that is issued with the approval of the County Council and/or electorate for capital improvements and public improvements.

#### Revenue Bonds

Bond that is indebtedness issued backed by a recurring revenue stream with approval of County Council and/or electorate for capital improvements to a specific amenity usually tied to the revenue stream.

## Alternative Service Delivery and Funding Structures

#### Inter-Governmental Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and another government entity for the joint usage/development of tennis courts, gymnasiums, sports fields, regional parks, or other facilities. The County is already working with the Los Alamos Public Schools on several projects.

### Privatization – Outsourcing the Management

Privatization is typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract. Los Alamos staff is working on several of these arrangements with Cottonwood on the Greens and Stable Concessionaires.

### Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating partnerships based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered may include the following:

- YMCA
- Family Health Council
- LA Arts Council
- NM Public Health Office
- Los Alamos Public Schools
- Kiwanis
- Chamber of Commerce
- Convention and Visitor's Bureau
- Youth Sports Associations
- Adult Sports Associations
- Neighboring counties/communities
- Private alternative providers
- Churches
- NM Ice Wolves
- Los Alamos Retired and Senior Organization
- Social service providers

## Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any funding strategy over another. The economic conditions within the LAC service area might vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

### Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

### Corporate Sponsorships

An agency can solicit this revenue funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

### Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

### Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from many people, typically via the internet. Park and recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It is free to members, donations are tax deductible, and you have all the support you need from NRPA staff.

*Source: Kara Kish, MPA, CPRE, CPSI, article in Community Services Magazine, December 2015. [www.NRPA.org](http://www.NRPA.org)*

### Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding. CSD has been successful with several state and federal funds for trails, maintenance, and health grants.

*Facilities and Equipment Grants:* These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will

help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want to allocate resources to an organization or program only to see it shut down in a few years because of poor management.

*General Purpose or Operating Grants:* When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

*Management or Technical Assistance Grants:* Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

*Matching Grants:* Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

*Planning Grants:* When planning a major new program, an agency might need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

*Private Grant and Philanthropic Agencies:* Many resources are available that provide information on private grant and philanthropic agency opportunities. A thorough investigation and research of available grants is necessary to help ensure mutually compatible interests and to confirm the status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the internet at: <http://www.tgci.com>
- Another resource is the Foundation Center's Request For Proposal Bulletin Grants Page on Health at: <http://foundationcenter.org>
- Research [www.ecivis.com](http://www.ecivis.com) for a contract provider of a web-based grants locator system for government and foundation grants specifically designed for local government

*Program or Support Grants:* A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

*Seed Money or Startup Grants:* These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year and frequently decrease in amount each year.

*Program-Related Investments (PRIs):* In addition to grants, the Internal Revenue Service allows foundations to make loans—called PRIs—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

## Land and Water Conservation Fund

This fund was reauthorized by Congress in December of 2019. Generally, the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition, and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or County Parks personnel interested in the Land and Water Conservation Fund (LWCF) to contact their LWCF state liaison officer, NM Energy, Minerals, and Natural Resources Department (NMEMNRD).

## Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high-profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also, during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to help ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

## Philanthropy

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a nonprofit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

*Foundation/Gifts:* These dollars are received from tax-exempt, nonprofit organizations. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gift catalogs, fundraisers, endowments, etc.

*Friends Associations:* These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community. The CSD currently has the Friends of the Library operating in this capacity.

*Gift Catalogs:* Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

*Volunteer Programs/In-Kind Services:* This revenue source is an indirect source in that people donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

- *Adopt-a-Park/Adopt-a-Trail:* Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.
- *Neighborhood Park Watch:* To reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

## Gifts in Perpetuity

- *Irrevocable Remainder Trusts:* These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.
- *Life Estates:* This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational

purposes and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth, and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

- *Maintenance Endowments:* Maintenance endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

## Community Service Fees and Assessments

### Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational costs. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

### Percent-for-Art Legislation

Percent-for-art legislation dedicates a percentage (usually .5 to 2%) of publicly funded CIP for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program. This type of programming is currently used to pay for the Arts in Public Places program overseen by the Arts in Public Places Board. LAC uses 1% of Capital Projects and .5% of Transportation Projects to fund the Arts in Public Places program.

### Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, and Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5 and is usually \$3 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

### Security and Cleanup Fees

An agency may charge groups and individuals security and cleanup fees for special events and other types of events held at facilities.

## Contractual Services

### Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. It has connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov). (2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched.)

### Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

### Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro shops, restaurants, concessions, and coffee shops for either all the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

### Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a nonprofit organization with additional compensation paid to an agency.

## Permits, Licensing Rights, and Use of Collateral Assets

### Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments. These opportunities are outlined in County Policy 1735 the Use of County Land and Facilities.

### Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

### Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap. This is used in Los Alamos' community with Department of Energy (DOE) land for various County uses such as housing and recreation.

### Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems. This is a countywide program in Los Alamos

### Rentals of Houses and Buildings by Private Citizens

Many agencies will rent out facilities such as homes, meeting rooms, arenas, and athletic fields to individual citizens for revenue purposes. These opportunities are outlined in County Policy 1735 the Use of County Land and Facilities.

### Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided. These opportunities are outlined in County Policy 1735 the Use of County Land and Facilities.

### Surplus Sale of Equipment by Auction

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

## Other Options

### Land Trusts

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

## G. Cost-Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost-saving measures can improve the overall cost recovery picture for an agency.

### Change Maintenance Standards/Practices

- Add one extra day onto the mowing interval, thus reducing the amount of mowing in a season.

- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system’s regularly occurring maintenance work and prioritize maintenance program needs, schedules, and relevant resource allocations.
- Consider turf management strategies by turf use/wear (high-intensity use and maintenance needs [such as sports fields] versus low-intensity use areas such as lawns along the edge of a woodlot or roadway). There are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you do not need lawn is a “going green” type of practice that also reduces maintenance needs/costs.
- Buildings/Facilities:
  - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
  - Standardize equipment, fixtures, and relevant materials.
  - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” is no longer practical?
  - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low-flow water fixtures, and eliminate throwaway products like paper towels and replace with energy-efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs and clean up after themselves.
- Equipment and Supplies:
  - Purchase better equipment that lasts longer and requires less maintenance—saving money on the front end does not always result in cost savings overall.
  - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it and as a means to simplify

and reduce costs associated with parts inventory and maintenance/repair programs (e.g., mechanic places one order for 10 air filters for one type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers from multiple vendors and keeping track of it all).

- Consider leasing vehicles or other heavily used equipment – it can be more cost effective for an organization to lease vehicles or equipment and rotate its fleet regularly versus allocating resources to maintain and repair aging fleets of old, well-used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance.
- Add use of technology to optimize workflow and improve customer services and satisfaction.

## Contract Re-Negotiate or Re-Bid

At every opportunity, review contracts to help assure you are not paying more than you must or are receiving the maximum amount of revenue possible.

## Cost Avoidance

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

## H. Greening Trends

### Rooftop Gardens and Park Structures

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

#### Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy-efficient ballasts, motors, appliances
- Use electric and hybrid vehicles

- Develop “Leave No Trace” trash program for outdoor recreation programs
- Use greywater
- Use solar and wind energy
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices are outlined below (Table 14).

**Table 14: Green Practices Focus Area and Action Step**

Focus Area	Action Step
<b>Administrative</b>	Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office). Office recycling is currently in place in all County Buildings
	Clean offices weekly instead of daily
	Go Paperless. Staff uses a print only as necessary policy
	Conserve Resources. Most offices are equipped with light sensors.
	Flex Scheduling The County implements a telework policy for selected job classes
<b>Operating Standards</b>	Preventive Maintenance
	Reduce Driving
	Recycling in Parks
	Eliminate Environmentally Negative Chemicals and Materials. County as recently implemented a Integrated Pest Management Plan
	Green Purchasing Policies
	LEED® Design Purchase better equipment and supplies that require less maintenance and are more durable
<b>Sustainable Stewardship</b>	Re-analyze and Revised Practices and Standards
	Monitor and Report Results
	Lead by Example
	Public Education - agencies should lead by example teaching the public a little bit about what green practices is and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources
	Incorporate Stewardship Principles in all Park and Recreation Services Seek Available Grant Funding and Initiative Awards

## IV. Analysis of Spaces and Services

### A. Parks and Facilities Inventory and Assessment

**Figure 11: Example of Photos Taken During Inventory Site Visits**



#### Step 1: Inventory – What Do We Have?

In March 2022, the consultant team used a mobile audit tool (more detail found in the Appendix) in each park and facility to count and score the function and quality of:

- Components – things you go to a park to use (e.g., playground, tennis court, picnic shelter)
- Modifiers – things that enhance comfort and convenience (e.g., shade, drinking fountains, restrooms)

Evaluators assigned a quality value (between 0 and 3) to each park site, component, and modifier, allowing the comparison of sites and analysis of the overall LOS provided by the LAC park system. Photos depict various examples and conditions from those visits.

#### Parks Assessment Summary

Observations based on visits to each park or facility include the following:

- There is a need to develop consistent standards for:
  - ADA access
  - Picnic tables
  - Playground surfacing and curbing
  - Park pathways and trails
- Many park parking lots are in poor condition
- Many grass/turf and fields areas are in poor condition
- Trails are plentiful across the system, but:
  - Trail wayfinding is limited
  - Many of the trailhead kiosks need to be updated
  - There is a need to distinguish or formalize trailheads and trail access points
- Other providers are limited:

- Some schools are open and accessible, while others are not
- Private swimming pool facilities are very dated

**Figure 12: Example of Photos Taken During Inventory Site Visits**



**Figure 13: Example of Urban Park Scorecard and Geographic Information Systems (GIS) Inventory**

URBAN PARK							
<b>Initial Inventory Date:</b> 3/4/2022							
<b>A</b>	<b>54</b>	Total Neighborhood GRASP® Score	<b>93.6</b>	Total Community GRASP® Score	Approximate Park Acreage: 9.0		
	Owner: Los Alamos						
<b>B</b>	Drinking Fountains	2	Shade	2	<b>Design and Ambiance</b> 2		
	Seating	2	Trail Connection	0			
	BBQ Grills	2	Park Access	2			
	Dog Pick-Up Station	2	Parking	2			
	Security Lighting	1	Seasonal Plantings	0			
	Bike Parking	0	Ornamental Plantings	1			
<b>C</b>	Restrooms	2	Picnic Tables	2			
	General Comments						
Diverse components in an aging neighborhood park							
Components with Score							
<b>D</b>	MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
	L013	PARCEL	1		2	2	
	C157	Educational Experience	1		2	2	Born learning interpretive signage
	C146	Other	1		1	1	What is this? Raised gravel bed
	C104	Loop Walk	1		2	2	
	C103	Playground, Local	1		1	1	Sand surface
	C102	Wall Ball Court	2		1	1	Concrete wall on pad
	C101	Tennis Court	4	Y	3	3	Lighting improvement planned and funded for spring 2022
	C100	Shelter, Large	1		2	2	
	C099	Basketball Court	1		2	2	Cracking surface
	C098	Diamond Field, Practice	2		2	2	Backstops only
	C097	Open Turf	1		2	2	
C096	Volleyball Court	1		1	1	Sand with wall along west side	

See the Inventory Atlas, a supplemental document to the Master Plan.

Team members created a scorecard and GIS Inventory Map for each park. Find additional discussion on GRASP Scores in the Appendix. The scorecard shows a variety of important information, including:

**Section A**

- Inventory date
- Total neighborhood and community GRASP® scores
  - Scores are calculated using an algorithm of the quality of the components, modifiers, and design and ambiance
  - Community score also includes the quantity of each component
- Park acres
- Property owner

**Section B**

- Comfort and convenience modifiers are graded for their presence and overall quality

- These modifiers are things that a user might not go to a park specifically to use but they enhance the user's experience by making it a nicer place
- These features are scored as described above with the 0 – 3 system
- Design and ambiance are an overarching grade for the park, including aesthetic factors such as the design and park setting
  - The user's experience is enhanced by a pleasant setting and good design and is diminished by a lack thereof
  - Good design makes a park welcoming, but it also makes it feel safe and enjoyable and encourages people to visit more often and stay longer

#### Section C

- Evaluators' comments are included in this section and may reflect overall park or component observations

#### Section D

- All components are identified:
  - MapID is a unique identifier that correlates to a GIS point
  - The component is the type of feature, such as loop walk or basketball court
  - See a complete list of components and definitions in the Appendix
- Quantity
- Presence of lights for night use are indicated by a "Y"
- Component scores
  - Scores are based on condition, size, or capacity relative to the need at that location and its overall quality
    - 3 = Exceeds Expectations
    - 2 = Meets Expectations
    - 1 = Below Expectations
    - 0 = Not Functioning
- Components are evaluated from two perspectives:
  - First, the value of the component in serving the immediate neighborhood
  - Second, its value to the entire community

Each map shows the park boundary as a green polygon and component locations as a green diamond. The Inventory Atlas is provided as a supplemental document to the Master Plan includes all parks and facilities.

**Figure 14: Urban Park Map**



## Parks Summary Table

The following table includes an alphabetical listing of all system parks. The table also shows the total number of identified components in each park as well as the park acreage. The table is sorted by parks located in Los Alamos and White Rock. Each community is summarized, and a system total is also included.

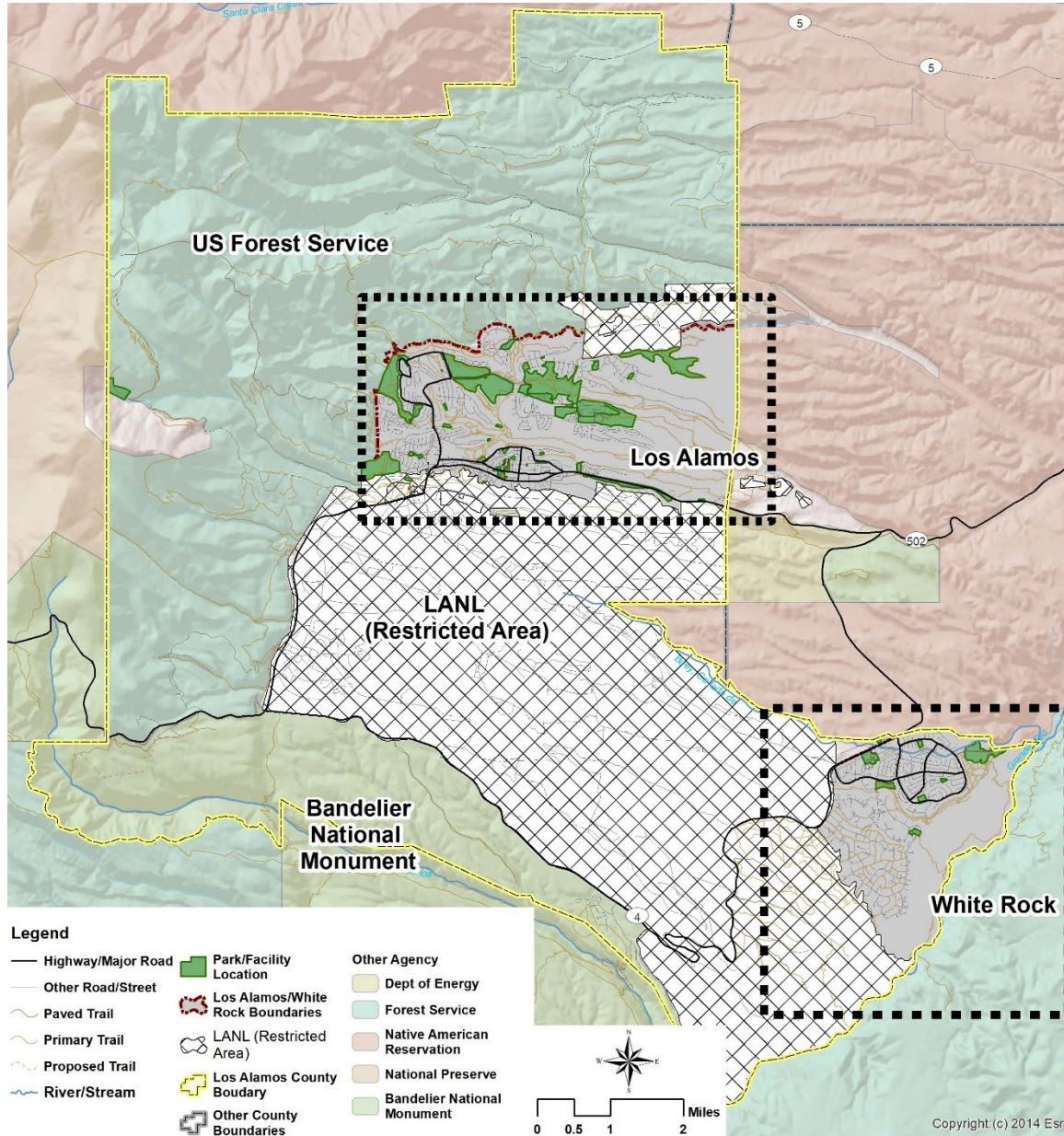
**Table 15: Parks Summary (See the Appendix for More Detailed Parks Matrix)**

LOCATION	Total Components	GIS Acres
37TH STREET PLAYLOT	3	1.3
ANCESTRAL RUINS	3	1.0
ASHLEY POND	7	5.9
BARRANCA MESA PARK	9	5.4
BAYO CANYON TRAILHEAD	2	146.3
CAMP MAY	5	26.9
CANYON RIM TRAIL	3	36.5
CANYON ROAD TENNIS COURTS	3	1.7
COMMUNITY SOCCER FIELD	4	1.4
DEER TRAP TRAILHEAD	2	88.7
EAST PARK	8	4.3
FIRE FIGHTER PARK TOT LOT	1	0.4
FULLER LODGE HISTORIC GROUNDS	3	2.9
GOLF COURSE	5	164.3
GUAJE PINES CEMETERY	1	8.7
ICE RINK	2	2.4
KINNIKINNIK PARK	3	4.4
LOMA LINDA PARK	2	9.9
LOS PUEBLOS PARK	0	2.3
MAIN GATE PARK	3	1.2
MESA LIBRARY SKATE PARK	4	1.3
MITCHELL TRAILHEAD	2	90.3
MYRTLE STREET PICKLEBALL COURTS	3	0.2
MYRTLE STREET GREEN	1	1.5
NINA MARSH TENNIS COURT	3	0.2
NORTH MESA COMMUNITY GARDEN	1	0.5

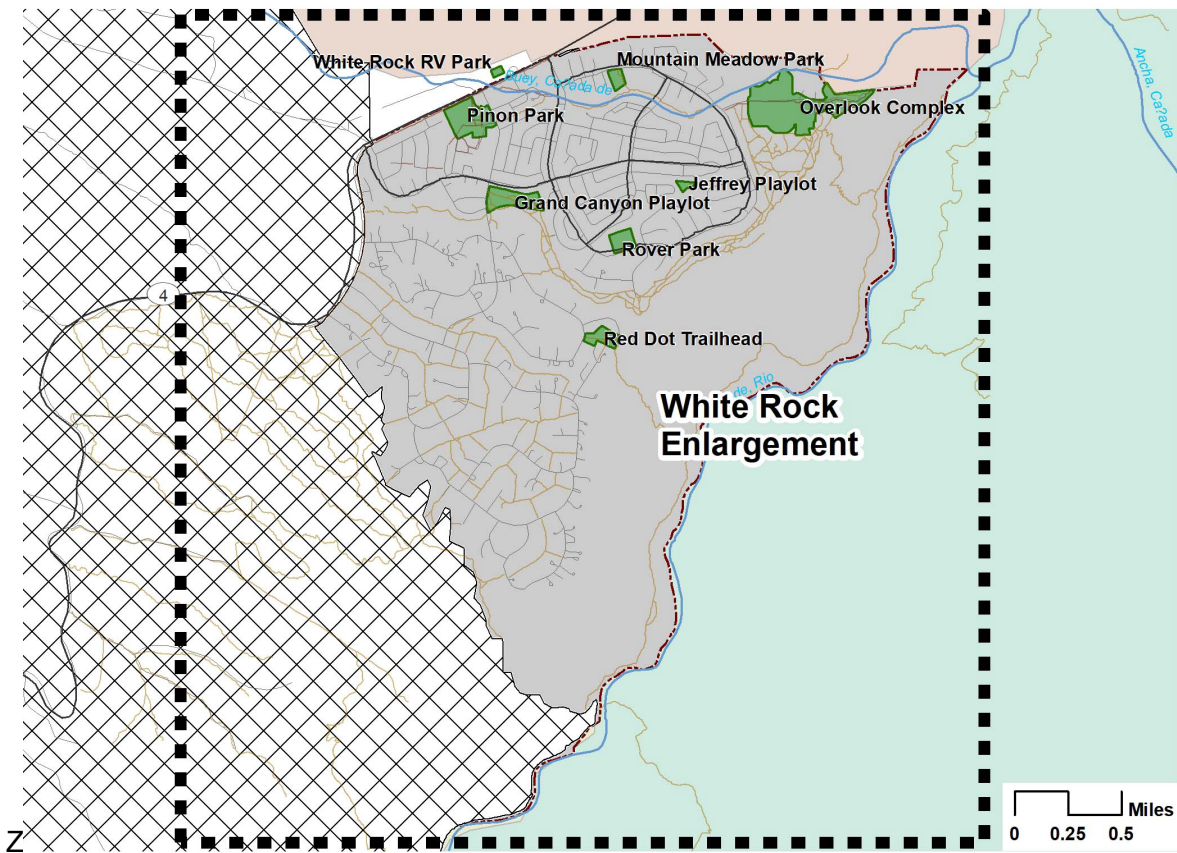
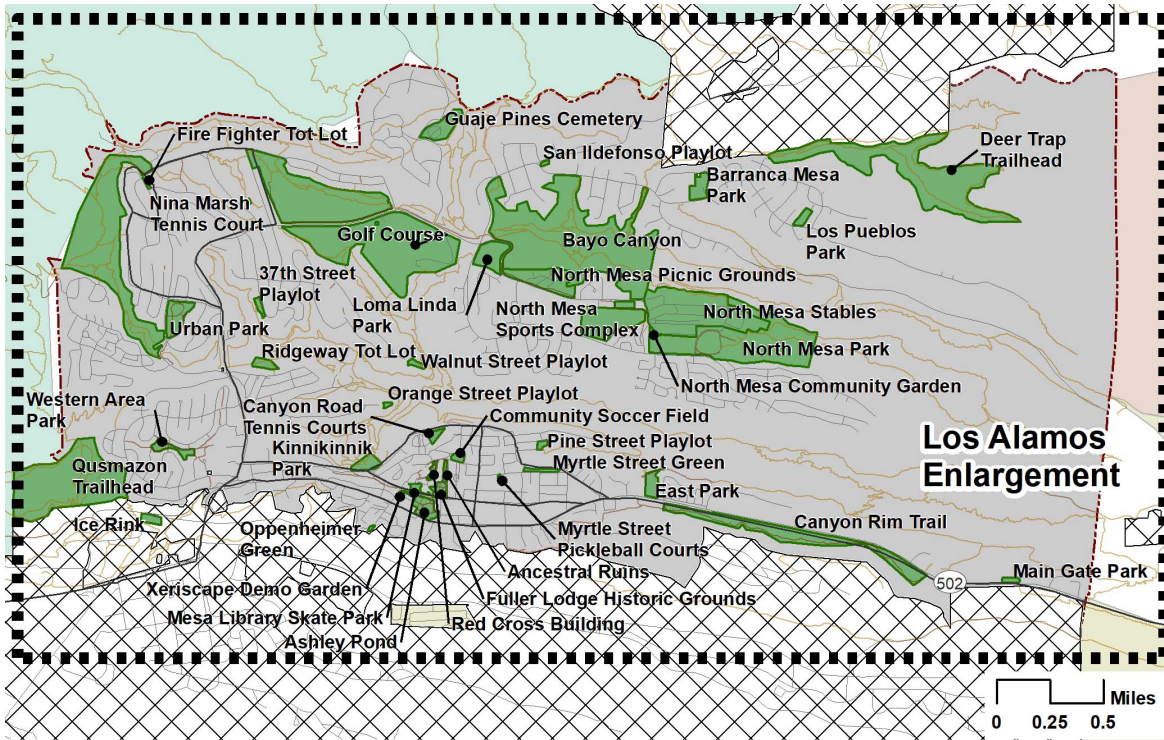
LOCATION	Total Components	GIS Acres
NORTH MESA PARK	16	74.6
NORTH MESA PICNIC GROUNDS	10	16.9
NORTH MESA RV STORAGE	1	1.8
NORTH MESA SPORTS COMPLEX	8	21.3
NORTH MESA STABLES	5	55.7
OPPENHEIMER GREEN	1	0.3
ORANGE STREET PLAYLOT	2	0.5
PINE STREET PLAYLOT	3	1.0
QUEMAZON TRAILHEAD	1	79.4
RED CROSS BUILDING	2	1.2
RIDGEWAY TOT LOT	4	2.7
SAN ILDEFONSO PLAYLOT	1	0.5
URBAN PARK	16	9.0
WALNUT STREET PLAYLOT	4	1.3
WESTERN AREA PARK	4	4.0
XERISCAPE DEMO GARDEN	3	0.5
LOS ALAMOS SUBTOTALS:	164	880.2
GRAND CANYON PLAYLOT	4	12.7
JEFFREY PLAYLOT	3	1.6
MOUNTAIN MEADOW PARK	3	3.4
OVERLOOK COMPLEX	23	54.7
PIÑON PARK	10	18.9
RED DOT TRAILHEAD	1	6.2
ROVER PARK	11	6.2
WHITE ROCK RV PARK	2	1.2
WHITE ROCK SUBTOTALS:	57	104.9
<b>TOTALS:</b>	<b>221</b>	<b>985.1</b>

The system inventory map shows LAC's relative size and distribution of existing Parks and Recreation facilities. Green parcels represent LAC parks and facilities, which are primarily within Los Alamos and White Rock. Enlargements for each community follow.

**Figure 15: System Map (Larger-Scale Maps Are in the Appendix)**



**Figure 16: Los Alamos and White Rock Enlargements**



**Figure 17: Example Trail Photos**



## Trails Assessment Summary

### Inventory:

Twenty trailheads and 34 trail access points were surveyed in the LAC Trail Network.

### Noteworthy:

Centrally located, especially scenic, and hidden-gem trails offer improvement opportunities to take advantage of a unique and multipurpose trail system.

### Initial Thoughts:

Some incredibly scenic trailheads and trail access points could be made more accessible and better utilized with basic improvements like shade, seating, and signage. A mix of paved, gravel, and rugged trails offer users a variety of recreation and transportation options; wayfinding signage throughout could help trail users navigate this extensive and varied system and take advantage of lesser-known gems. High-traffic, centrally located trailheads and access points could be prioritized to encourage alternative transportation and make residents/visitors more aware of the trail network.

**Figure 18: Example Trail Photos**



## Mapping Trailhead and Trail Access Points

Like park site visits, each trailhead and trail access point also was visited and assessed. The following is an example. Find additional scorecards in the Final Atlas.

**Figure 19: Example of Rendija Canyon Trailhead Scorecard**

Name:

**21. Rendija Canyon Trailhead**

Along Range Rd

**Total Score: 1.7**

Evaluation of Comfort and Convenience Features

Component	Count	Condition, Comfort & Convenience (0-3)
Trailhead Signage	0	0
Parking	1	2
Directional Signage	1	2
Shade	0	0
Informational Kiosk	0	0
Trash Receptacles	0	0
Restrooms	0	0
Lights	0	0
Seating	0	0
Water Fountain	0	0
Dog Pick-Up Station	0	0
<b>TOTAL</b>	<b>2</b>	<b>4</b>

Evaluation of Trailhead Design and Ambiance

	Overall Ambiance & Design (1-3)
Trailhead/Trail Access Point	1

Neighborhood & Community Score

Criteria	Neighborhood Score (1-3)	Community Score (1-3)
Location & Trail Access	1	1
Trail Connections	2	2
<b>AVERAGE</b>	<b>1.5</b>	

**Comments:**

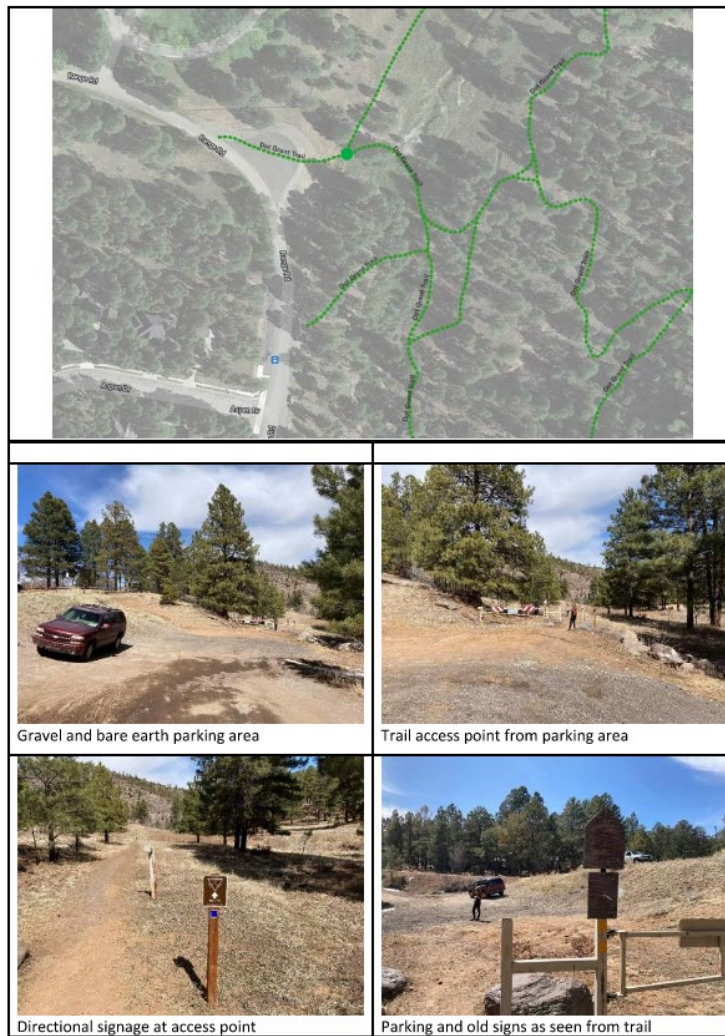
- As a primary access point to the Rendija Canyon Trail and with an existing undeveloped parking area, this access point could be a high priority candidate for trailhead amenity improvements
- Currently this trailhead lacks most amenities and proper/standard signage

**Recommended Classification (Trailhead or Trail Access Point):**

Trailhead

Additional mapping and photos are included with each scorecard.

**Figure 20: Trailhead Mapping and Example Photos**



In addition to loop walks within LAC parks, many trails are found across the County. These trails, trailheads, and trail access points are shown in the following map.

**Figure 21: Trails System Map**

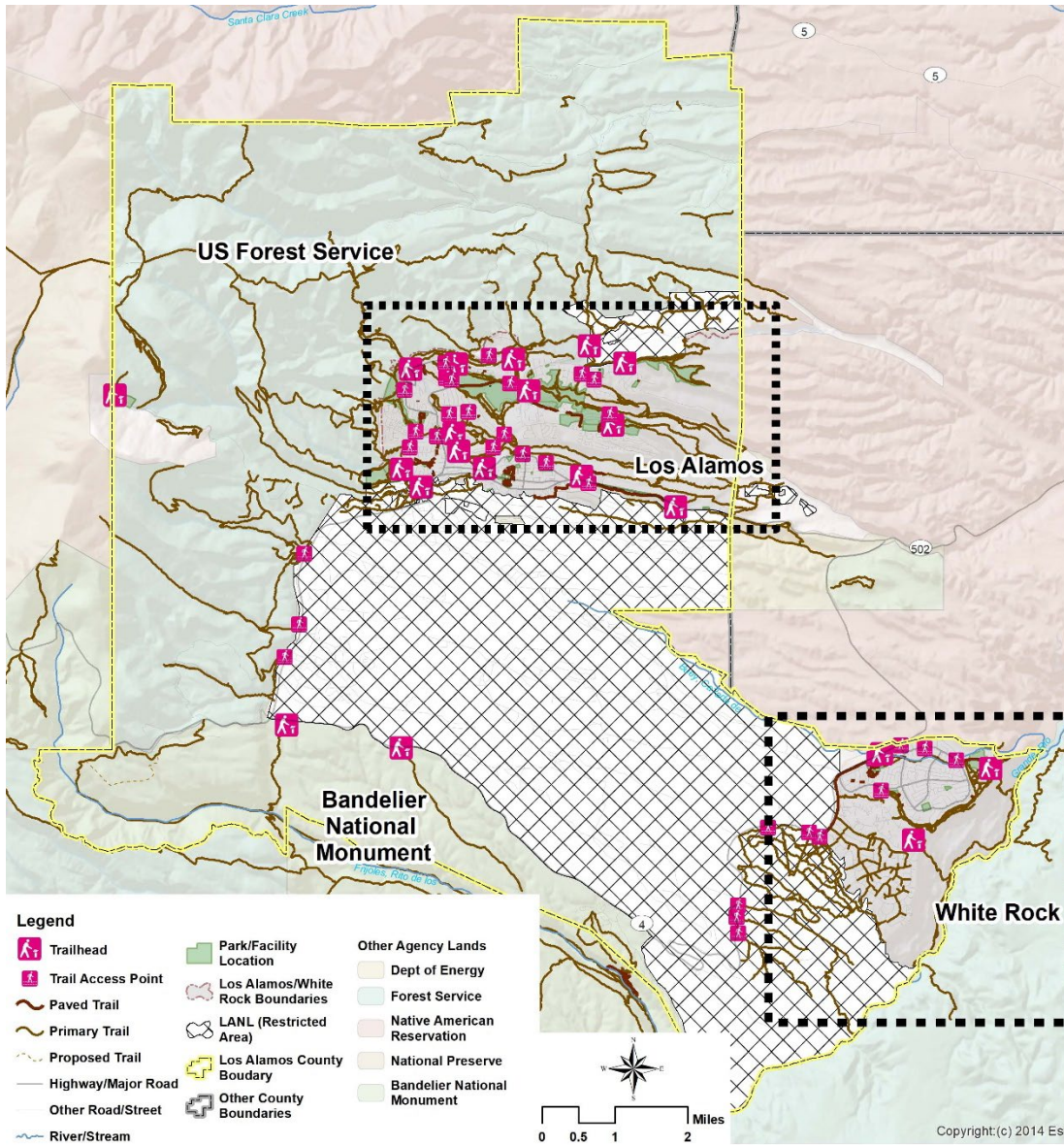
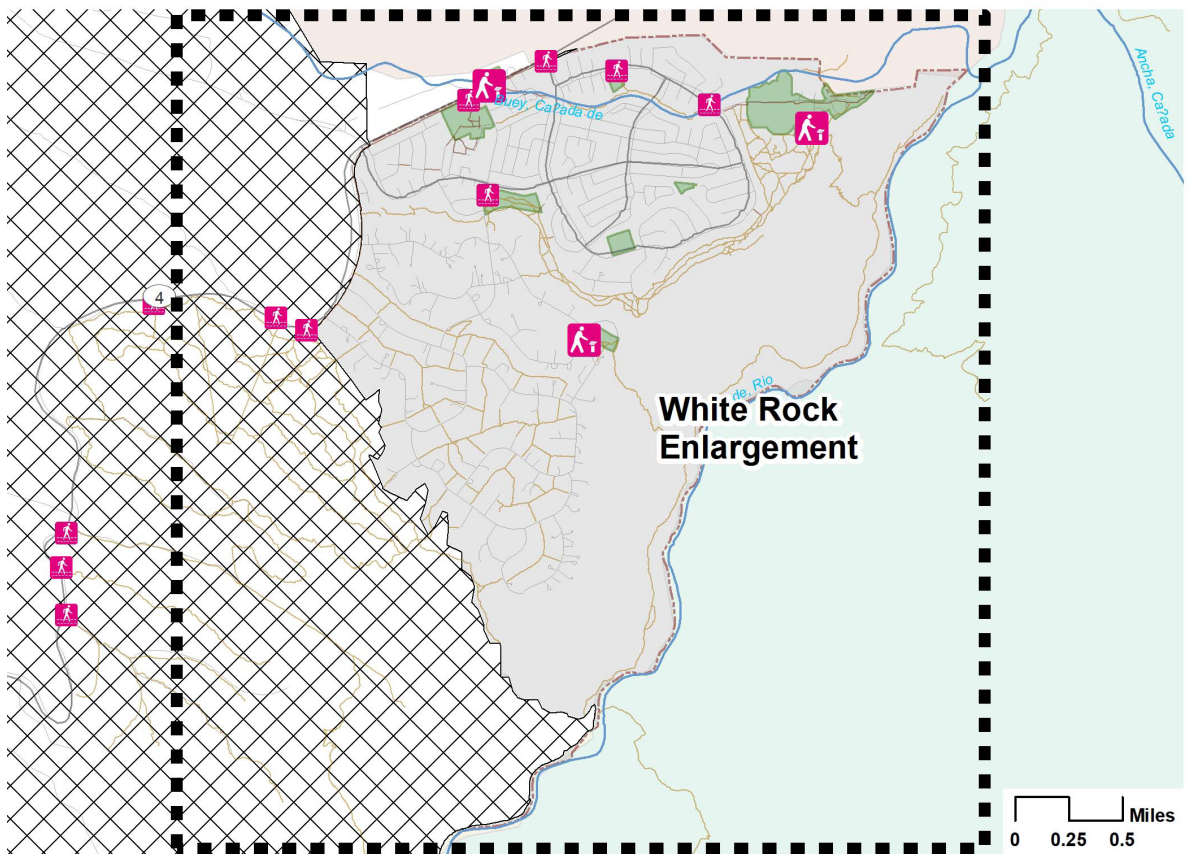
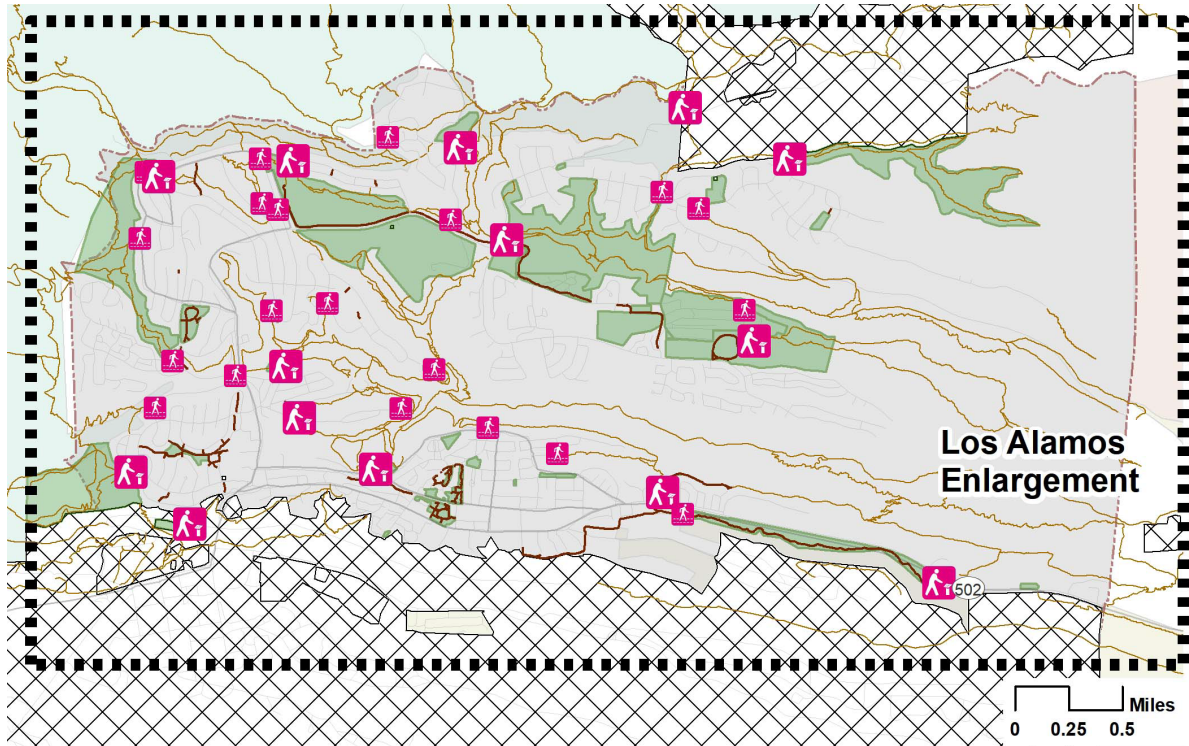


Figure 22: Los Alamos Trails and White Rock Enlargements



## Step 2: Assessment and Analysis – How Are We Doing?

### Component Scoring

The GIS database is a valuable tool for sorting and queries. Overall, component scoring in LAC is different than the national GRASP® database regarding percentages of 1s, 2s, and 3s. LAC components are likely to score “2” at over 70%. But there are significantly more 1s in LAC than are typically seen in other systems across the country. Components are less likely to be scored a “3,” which could signify fewer signature or special components across the system.

**Table 16: LAC Component Score Breakdown Versus National Dataset**

Los Alamos Neighborhood Scores		Los Alamos Community Scores		National Dataset Neighborhood Scores		National Dataset Community Scores	
Scores	Percent %	Scores	Percent %	Scores	Percent %	Scores	Percent %
0	2%	0	0%	0	3%	0	2%
1	23%	1	24%	1	11%	1	11%
2	71%	2	72%	2	79%	2	78%
3	4%	3	4%	3	8%	3	10%

The data can be isolated for specific components, such as volleyball courts, as shown in the following table. In this case, all playgrounds are listed with park location, quantity, and quality scores.

**Figure 23: Example Photos of LAC Playgrounds**



Table 17: Component Data Example

Map ID	PARK/LOCATION	COMPONENT	QUANTITY	NEIGHBORHOOD SCORE	COMMUNITY SCORE	COMMENTS
C006	37TH STREET PLAYLOT	Playground, Local	1	1	1	Minimal
C015	BARRANCA MESA PARK	Playground, Local	1	2	2	Older on Engineered Wood Fiber (EWF)
C025	COMMUNITY SOCCER FIELD	Playground, Local	1	1	1	Minimal set
C027	EAST PARK	Playground, Local	2	2	2	On EWF. Separate swings and playset areas
C034	FIRE FIGHTER PARK TOT LOT	Playground, Local	1	2	2	Small older set on EWF
C040	GRAND CANYON PLAYLOT	Playground, Local	1	1	1	Old and on sand
C043	JEFFREY PLAYLOT	Playground, Local	1	1	1	Smaller playset
C045	MESA LIBRARY SKATE PARK	Playground, Local	1	2	2	Small set on EWF with plastic edging
C047	LOMA LINDA PARK	Playground, Local	1	1	1	Oddly placed
C049	MOUNTAIN MEADOW PARK	Playground, Local	1	1	1	Minimal playset
C058	NORTH MESA PARK	Playground, Local	1	2	2	
C061	NORTH MESA PICNIC GROUNDS	Playground, Local	1	2	2	
C065	ORANGE STREET PLAYLOT	Playground, Local	1	1	1	Minimal and old
C069	OVERLOOK COMPLEX	Playground, Local	1	2	2	
C074	PINE STREET PLAYLOT	Playground, Local	1	2	2	Newer play set
C078	PIÑON PARK	Playground, Local	1	1	1	Older fading set on
C086	RIDGEWAY TOT LOT	Playground, Local	1	1	1	Minimal
C087	ROVER PARK	Playground, Local	1	2	2	Larger set on EWF
C095	SAN ILDEFONSO PLAYLOT	Playground, Local	1	1	1	Dinosaur set on sand
C103	URBAN PARK	Playground, Local	1	1	1	Sand surface
C105	WALNUT STREET PLAYLOT	Playground, Local	1	1	1	Minimal
C111	WESTERN AREA PARK	Playground, Local	1	1	1	Minimal on EWF

## Park Scoring

Park Scoring is a way to measure a park's performance for residents and users. The scores are best compared within the same park type, and a wide range of scores within a category may suggest a need to reclassify the park based on its service to the community. There is no standard or ultimate score that a park should strive for. The park scores simply reflect the number and quality of park components, like playgrounds, tennis courts, and sports fields. It also considers comfort features such as restrooms and drinking fountains.



The goal of the assessment is to provide information about the recreation opportunities available in each park and to identify areas for improvement. Each park is unique, and scores should be viewed in the context of the community and neighborhood it serves. The wide variety of scores among different park classifications may indicate a need to adjust park categories to better match the services provided and public expectations. The scores are listed from highest to lowest GRASP® Community Score and can serve as a starting point for evaluating parks and identifying potential areas for improvement. Re-evaluating park categories can help ensure that each park is providing the LOS that the community expects.

**Table 18: Community Park Scores**

Community Park		
LOCATION	GRASP® Neighborhood Score	GRASP® Community Score
URBAN PARK	54	93.6
ROVER PARK	48	57.6
PINON PARK	40.8	55.2
NORTH MESA PICNIC GROUNDS	38.4	52.8
BARRANCA MESA PARK	36	45.6
ASHLEY POND	44.4	44.4
EAST PARK	38.4	43.2
NORTH MESA PARK	20.4	31.2
FULLER LODGE HISTORIC GROUNDS	19.2	19.2

**Table 19: Pocket Park Scores**

Pocket Park		
LOCATION	GRASP®	GRASP®
	Neighborhood Score	Community Score
WALNUT STREET PLAYLOT	19.8	19.8
RIDGEWAY TOT LOT	15.4	15.4
WESTERN AREA PARK	15.4	15.4
37TH STREET PLAYLOT	13.2	13.2
FIRE FIGHTER PARK TOT LOT	8.8	8.8
GRAND CANYON PLAYLOT	8.8	8.8
PINE STREET PLAYLOT	7.7	7.7
MOUNTAIN MEADOW PARK	6.6	6.6
SAN ILDEFONSO PLAYLOT	6.6	6.6
JEFFREY PLAYLOT	7.7	5.5
LOMA LINDA PARK	5.5	5.5
ORANGE STREET PLAYLOT	5.5	5.5

**Table 20: Sports Park Scores**

Sports Park		
LOCATION	GRASP®	GRASP®
	Neighborhood Score	Community Score
OVERLOOK COMPLEX	61.2	99.6
ICE RINK	23.4	30.6
GOLF COURSE	24	28.8
NORTH MESA SPORTS COMPLEX	15.4	26.4
COMMUNITY SOCCER FIELD	17.6	17.6
CANYON ROAD TENNIS COURTS	11	15.4
NINA MARSH TENNIS COURT	8.8	8.8
MYRTLE STREET PICKLEBALL COURTS	5.5	6.6

**Table 21: Special Use Facilities Scores**

Special Use		
LOCATION	GRASP®	GRASP®
	Neighborhood Score	Community Score
NORTH MESA STABLES	21.6	31.2
MESA LIBRARY SKATE PARK	26.4	26.4
ANCESTRAL RUINS	19.8	19.8
XERISCAPE DEMO GARDEN	17.6	17.6
RED CROSS BUILDING	14.4	14.4
WHITE ROCK RV PARK	12	12
GUAJE PINES CEMETERY	8.8	8.8
MAIN GATE PARK	6.6	8.8
CAMP MAY	8.4	8.4
NORTH MESA COMMUNITY GARDEN	4.4	4.4
MYRTLE STREET GREEN	4.4	4.4
NORTH MESA RV STORAGE	4.4	4.4
OPPENHEIMER GREEN	4.4	4.4
LOS PUEBLOS PARK	2.2	2.2

**Table 22: Trailheads**

Trailhead
LOCATION
BAYO CANYON TRAILHEAD
CANYON RIM TRAIL
DEER TRAP TRAILHEAD
MITCHELL TRAILHEAD
QUEMAZON TRAILHEAD
RED DOT TRAILHEAD
KINNIKINNIK PARK

### Step 3: LOS Analysis

#### What Is LOS, and Why Do We Use It?

LOS measures how a system provides residents access to parks, open spaces, trails, and facilities. It indicates the ability of people to connect with the outdoors and nature and pursue active lifestyles with implications for health and wellness, the local economy, and quality of life. LOS for a park and recreation system tends to mirror community values, reflective of people's connection to their communities. It is also useful in benchmarking current conditions and directing future planning efforts. The service offered by a park or a component is a function of two main variables: location and ease of access.

## What Is GRASP®?

GRASP has been applied in many communities across the country as a measure of LOS. With GRASP®, information from the inventory combined with GIS software produces analytic maps and data called *perspectives* that show the distribution and quality of these services.

## What Do Perspectives Do for Us?

Perspectives can be maps or other analyses incorporating statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. The inventory performed with the GRASP®-IT tool provides details of what is available at any given location, and GIS analysis measures user access. People use various ways of reaching a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® perspectives, there are two distinct types of service areas for examining the park system to account for this variability:

- 1) *Neighborhood Access Perspective* – uses a travel distance of one mile to each component and gives a premium for areas within a 10-minute walk. It is intended to account for users traveling from home or elsewhere to a park or facility, most likely by bike, bus, or automobile.
- 2) *Walkable Access Perspective* – uses a travel distance of one half mile, a suitable distance for a 10-minute walk.

Combining the service area for each component and the assigned GRASP® score into one overlay creates a shaded "heat" map representing the cumulative value of all components. This allows the LOS to be measured for any resident/user or location within the study area. The darker the shade of orange, the higher the LOS. Further discussion on perspectives and other GRASP® terminology is found in the appendix.

**Figure 24: Example of a GRASP® LOS Map**



to that location.

### Notes:

- Proximity relates to access. A component within a given distance of a location is considered "accessible". "Access" in this analysis does not refer to access as defined in the ADA.
- Walkable access is affected by barriers and obstacles to foot travel.
- The LOS value at a particular location is the cumulative value of all components accessible

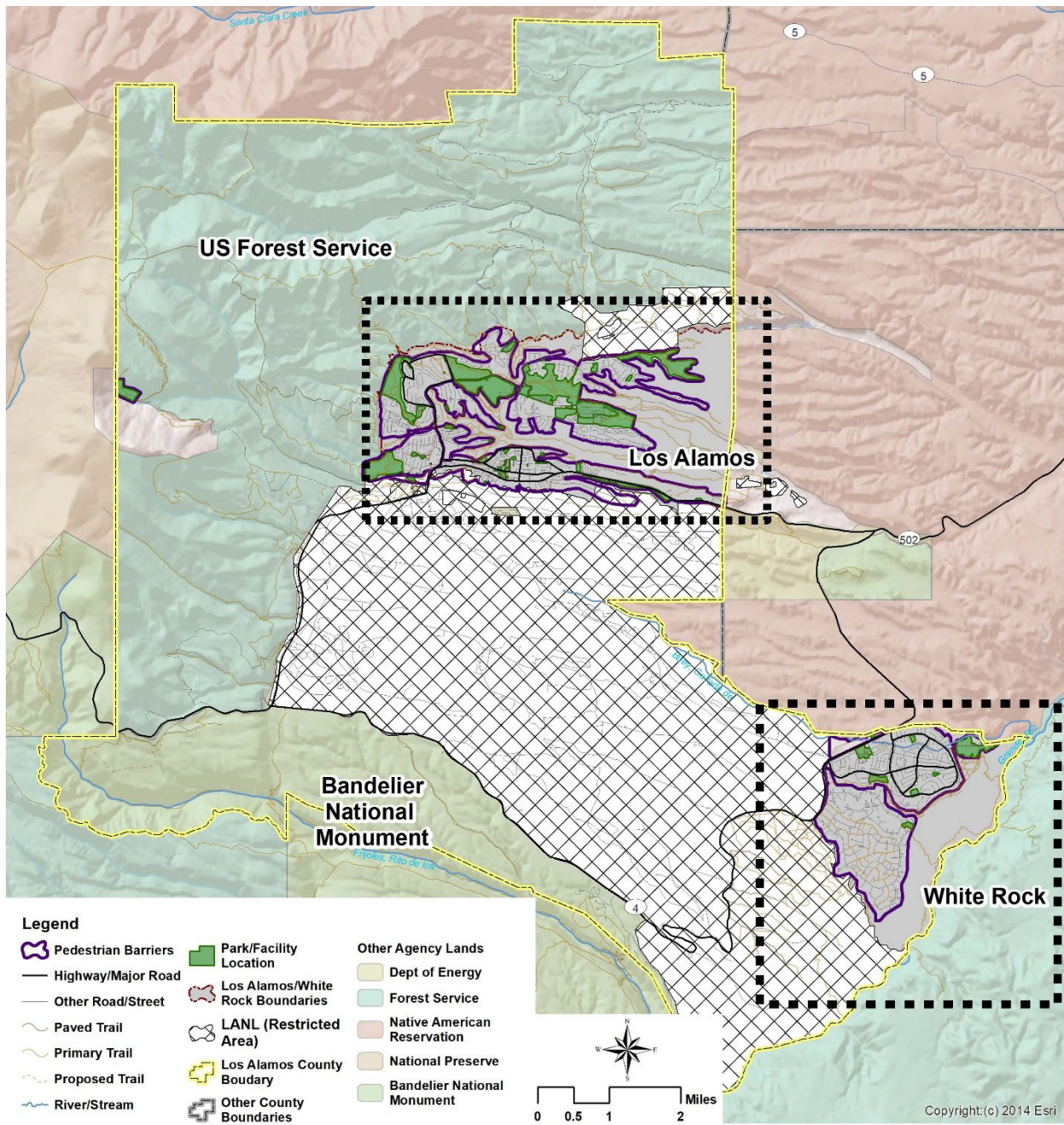
## Walkable Access to Recreation

Walkability analysis measures how user friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability, including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations. One-half mile catchment radii have been placed around each component and shaded according to the GRASP<sup>®</sup> score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

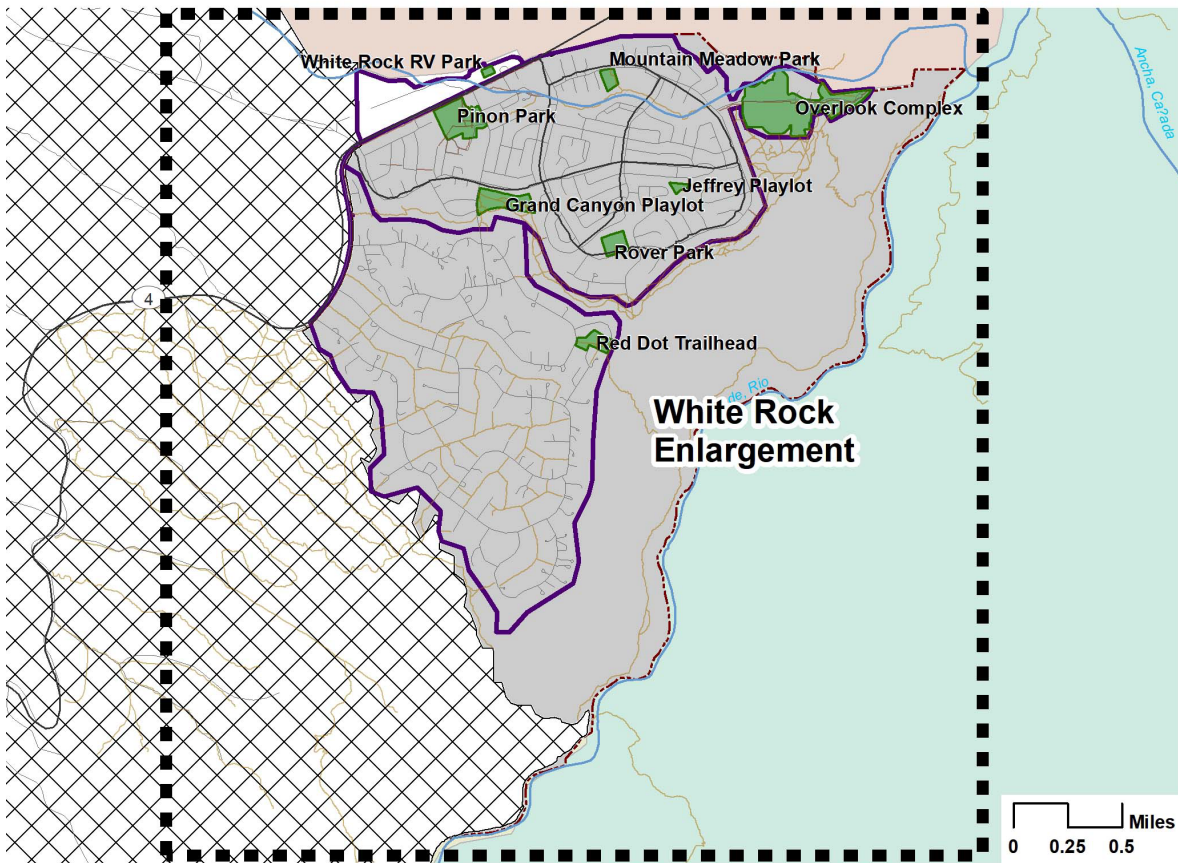
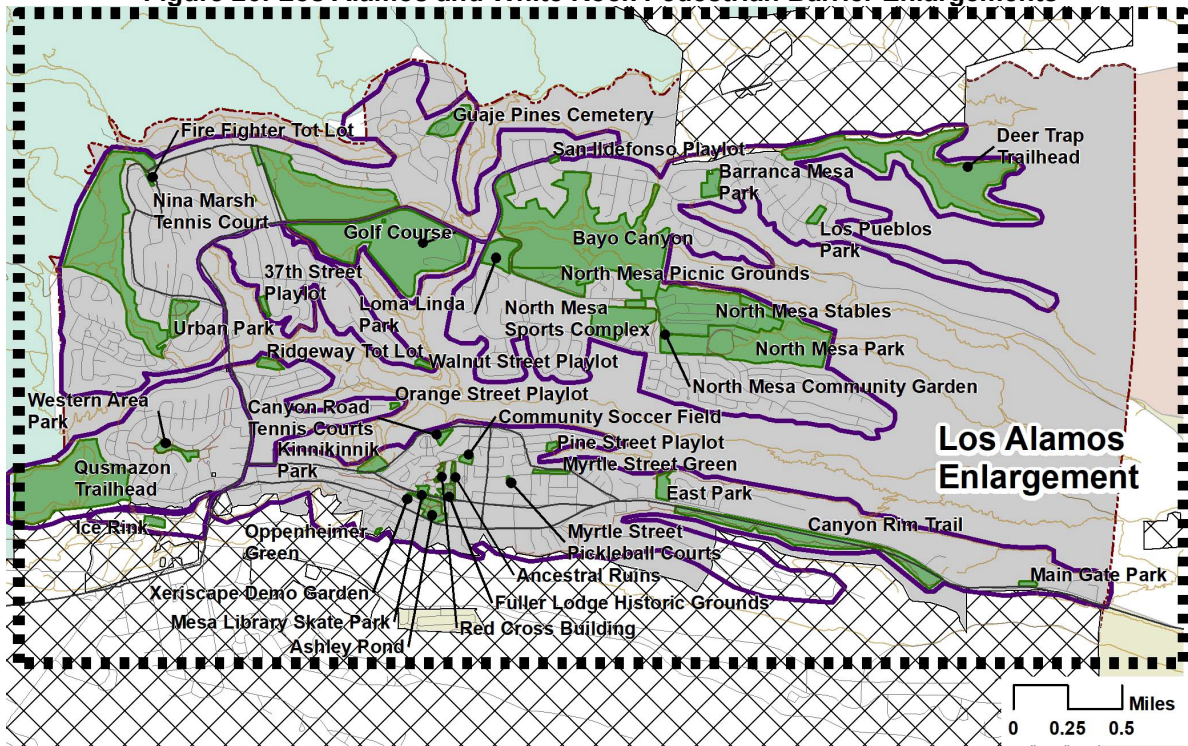
## Pedestrian Barriers

Pedestrian barriers such as highways and major streets and natural features like canyons and rivers significantly impact walkable access in LAC. Zones created by identified barriers, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Green parcels represent park properties.

**Figure 25: Walkability Barriers "Cut Off" Service Areas Where Applicable**



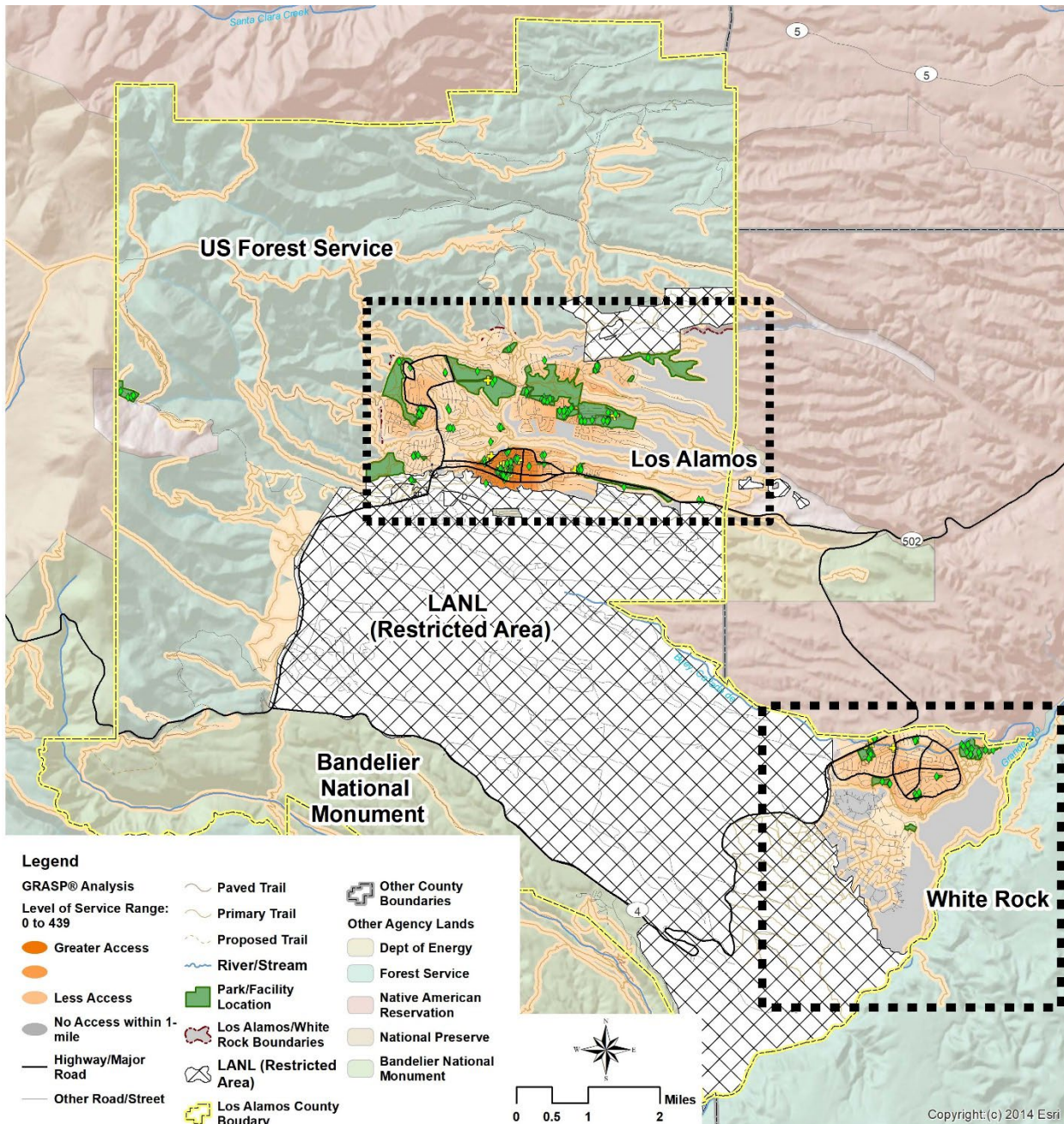
**Figure 26: Los Alamos and White Rock Pedestrian Barrier Enlargements**



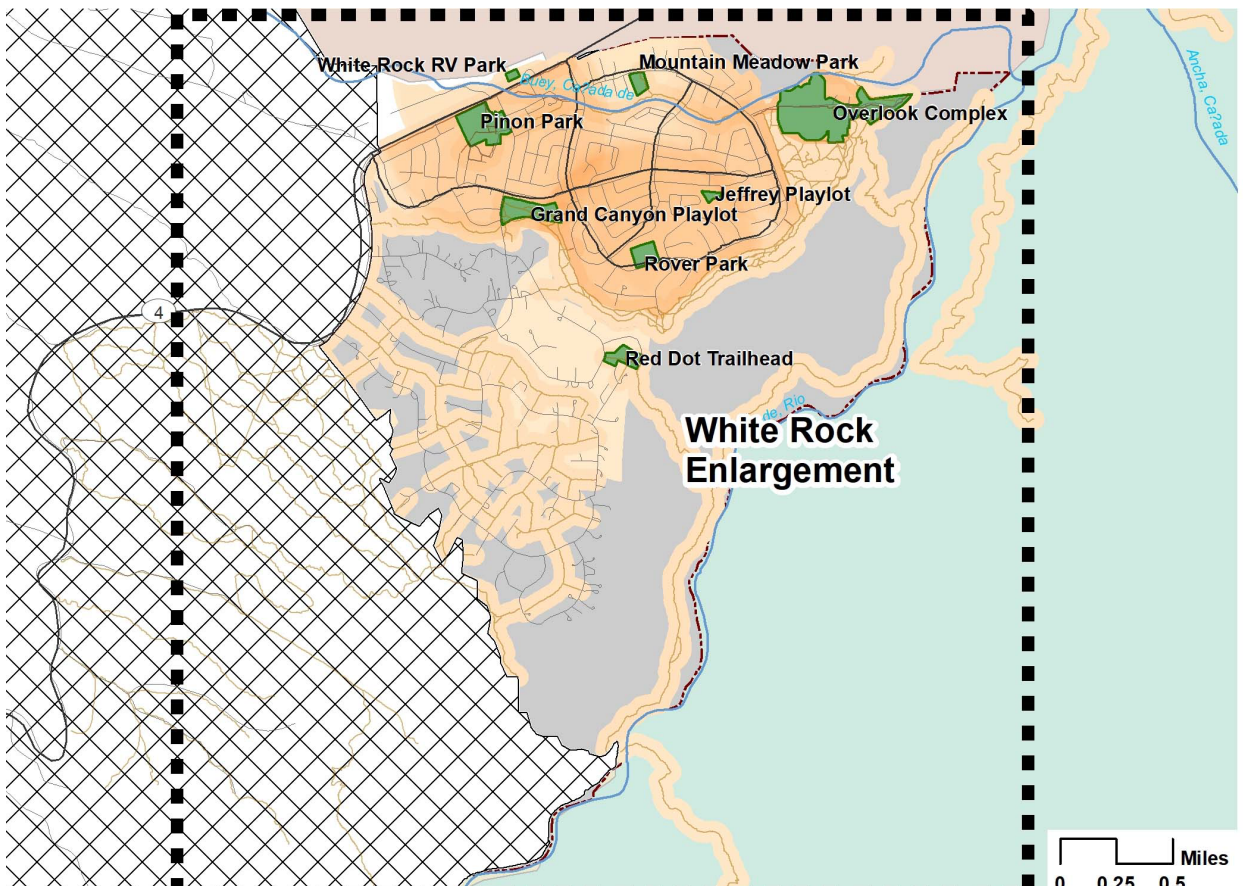
Environmental barriers can limit walkability. The LOS in the walkability analysis has been "cut off" by identified barriers where applicable.

A series of perspectives represents the walkable LOS across LAC based on a 10-minute walk. The images' darker gradient areas indicate higher-quality recreation assets. Gray areas fall outside of a 10-minute walk.

**Figure 27: Walkable Access to Outdoor Recreation Opportunities**



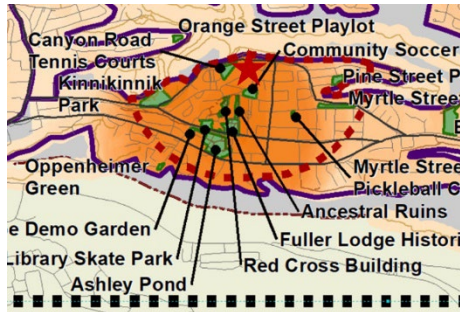
**Figure 28: Los Alamos and White Rock Walkability Enlargements**



In general, these images show that LAC has a reasonable distribution of parks and facilities within Los Alamos and White Rock.

The orange shading in the maps allows for an understanding of LOS distribution and areas of concentration across the County.

**Figure 29: High-Value Walk Area**



The figure shows the high-value area near Canyon Road Tennis Courts. The red star indicates the maximum GRASP® value area (439) in the image above. Residents or users can access 37 components at 12 parks, nine indoor facilities, a trailhead, and two trail access points as well as a number of trails within the red dashed line area.

**Target Score Calculation**

The ability to show where LOS is adequate or inadequate is advantageous for GIS analysis. First, an appropriate LOS for LAC residents is determined. The target value would be comparable to a typical pocket park such as Grand Canyon Playlot, Ridgeway Tot Lot, or Walnut Street Playlot. Parks such as Ashley Pond can reach this target without trail access. Obviously, higher-scoring parks also exceed the target score as well. The diversity within these parks represents the critical finding that parks vary greatly yet score similarly in the GRASP® system and are presented in the following table.

**Table 23: Target Park Calculation**

LOCATION	Basketball Court	Basketball, Practice	Natural Area	Other	Playground, Local	Shelter, Small	Trail Access Point	Total Components
GRAND CANYON PLAYLOT			1		1	1	1	4
JEFFREY PLAYLOT		1		1	1			3
MOUNTAIN MEADOW PARK			1		1		1	3
PINE STREET PLAYLOT		1			1		1	3

LOCATION	Basketball Court	Basketball, Practice	Natural Area	Other	Playground, Local	Shelter, Small	Trail Access Point	Total Components
RIDGEWAY TOT LOT	1		1		1		1	4
WALNUT STREET PLAYLOT		1	1		1		1	4
37TH STREET PLAYLOT			1		1		1	3

A review of the scores suggests that a reasonable target is four components and access to a trail or six elements where trail access is more limited. Translating this score to an orange gradient on the map is equal to a value of 60.

**Figure 30: Scoring Example**

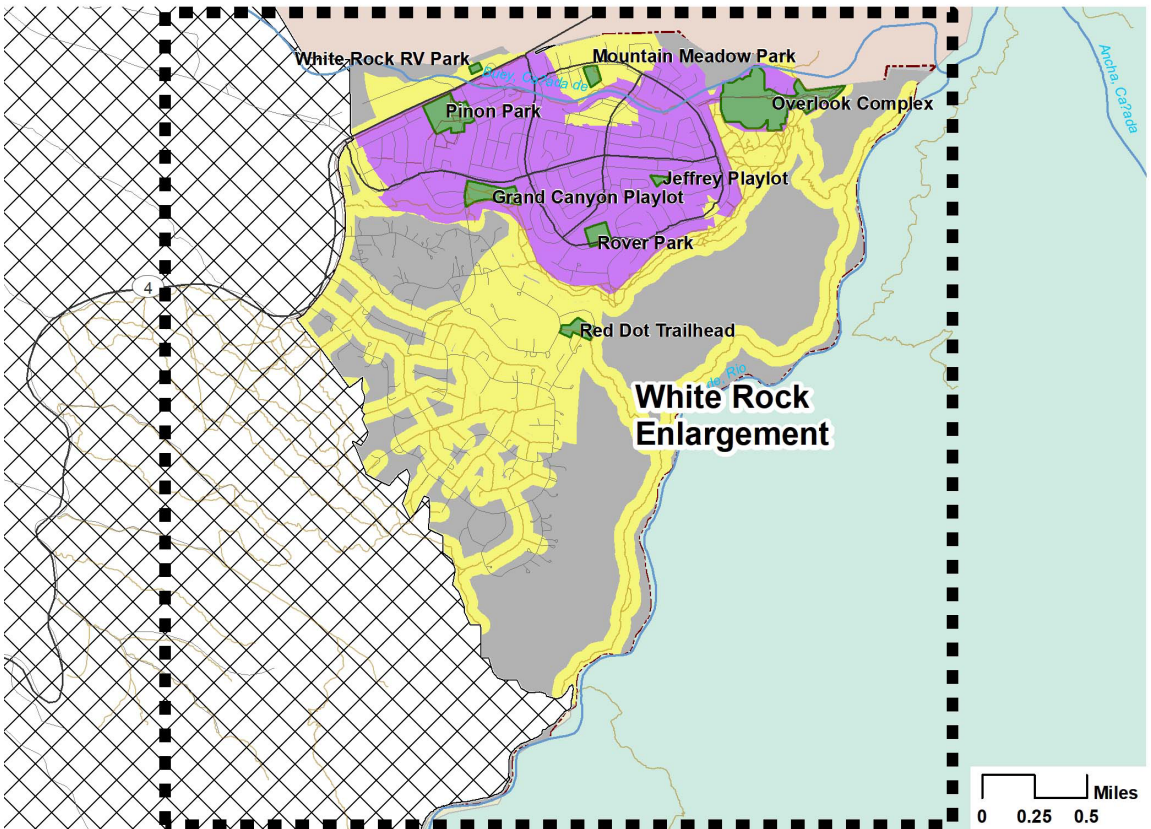
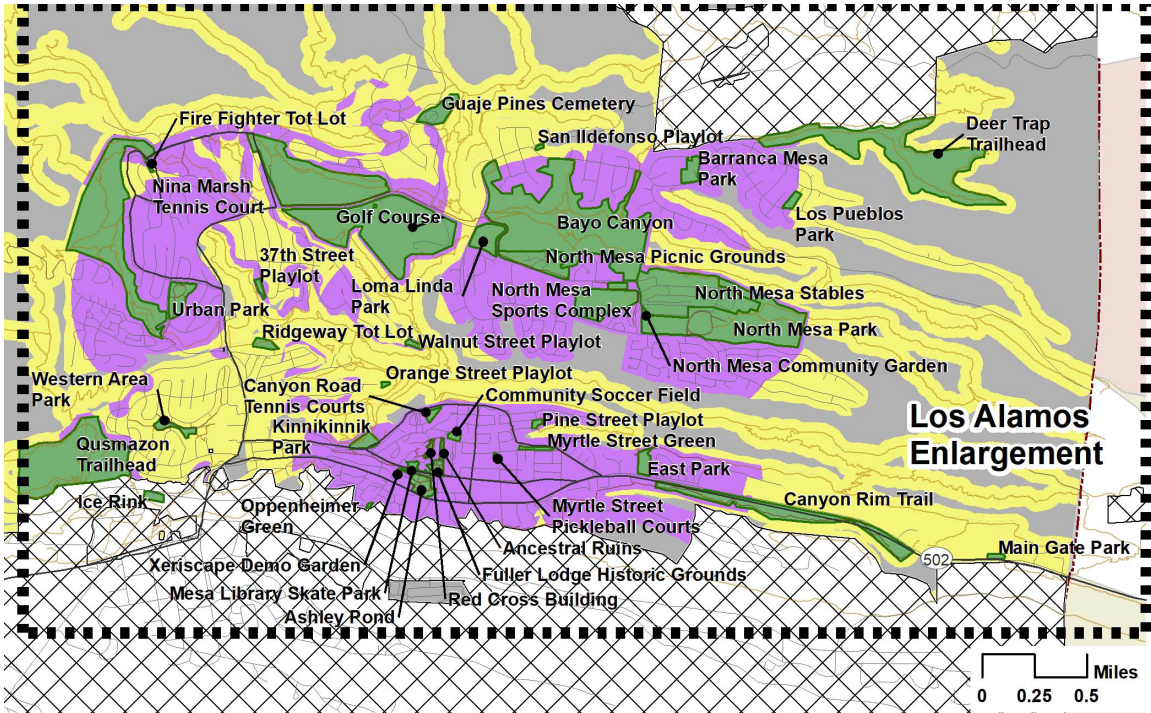
Design & Ambiance	Comfort & Convenience	Components	Parcel	Quality	Trail	Walkability Premium
2	1.2	4	1	2	6	2
$2 * (((2 * (1.2 * (2 * (4 + 1)))))) + 6) = 60$						

### Walkability Gap Analysis

These parks and their components will likely attract users from a walkable distance. The following map brackets GRASP® values to areas that meet this target score or are below it. Purple areas indicate where walkable LOS values meet or exceed the target in the following figure. Areas shown in yellow on the map can be considered areas of opportunity. These areas are currently available land and assets but do not provide the target value. Improving the LOS value in such areas may be possible by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.



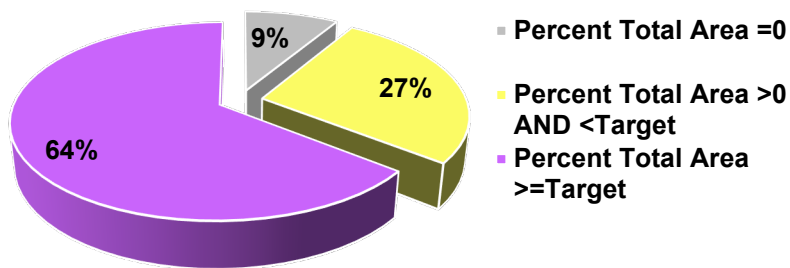
**Figure 32: Los Alamos and White Rock Walkable Gap Analysis Enlargements**



When comparing this analysis to census data, the results are very favorable. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher population than land area. LAC is well positioned, with 91% of residents in walking distance to some outdoor recreation opportunities, including 64% within a target score area. These are positive results and offer opportunities for improvement as well. The following chart displays the LOS based on where people live.

**Figure 33: Percentage of Population by Service Level**

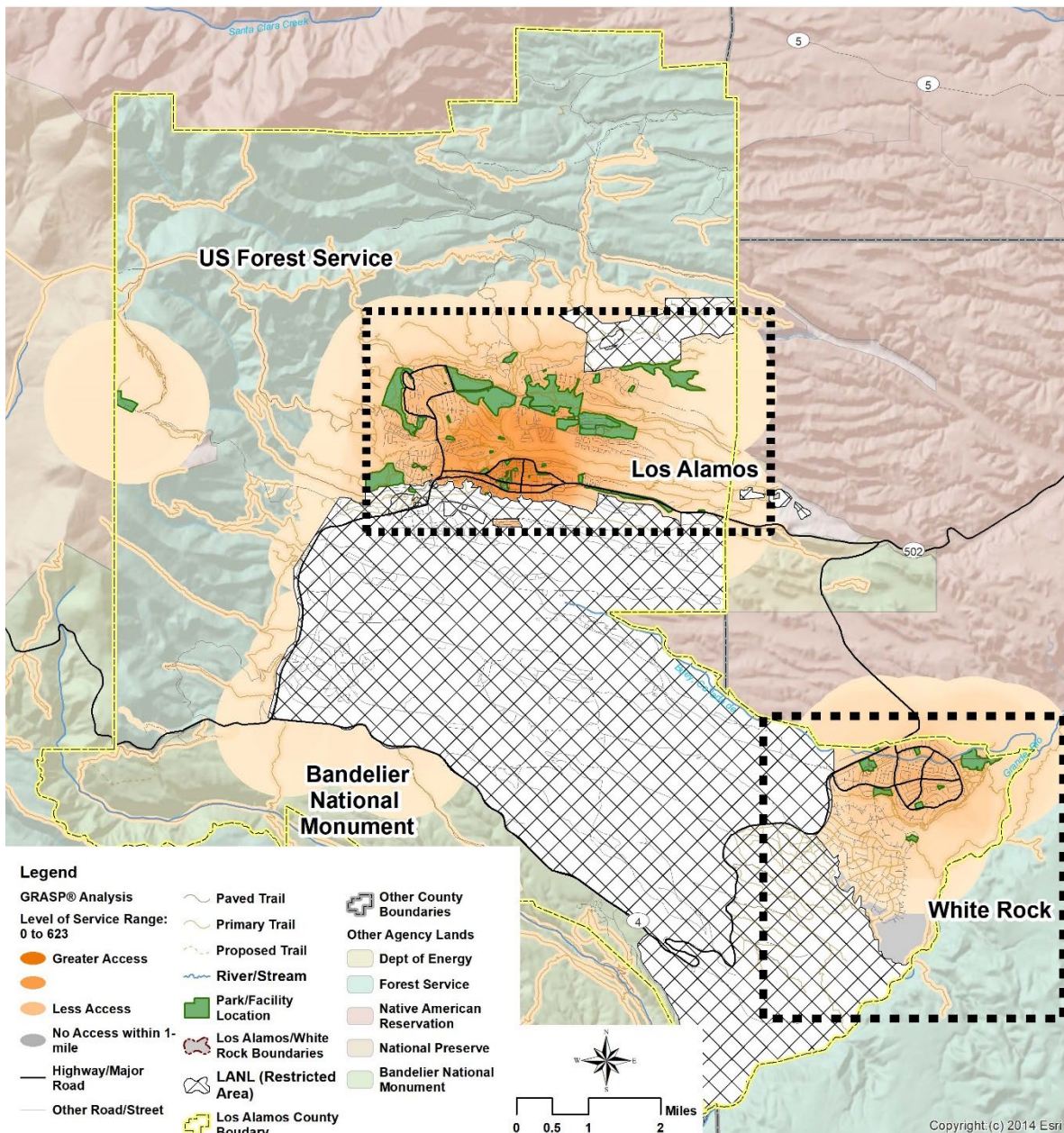
**% of Population with Walkable Access to Outdoor Recreation**



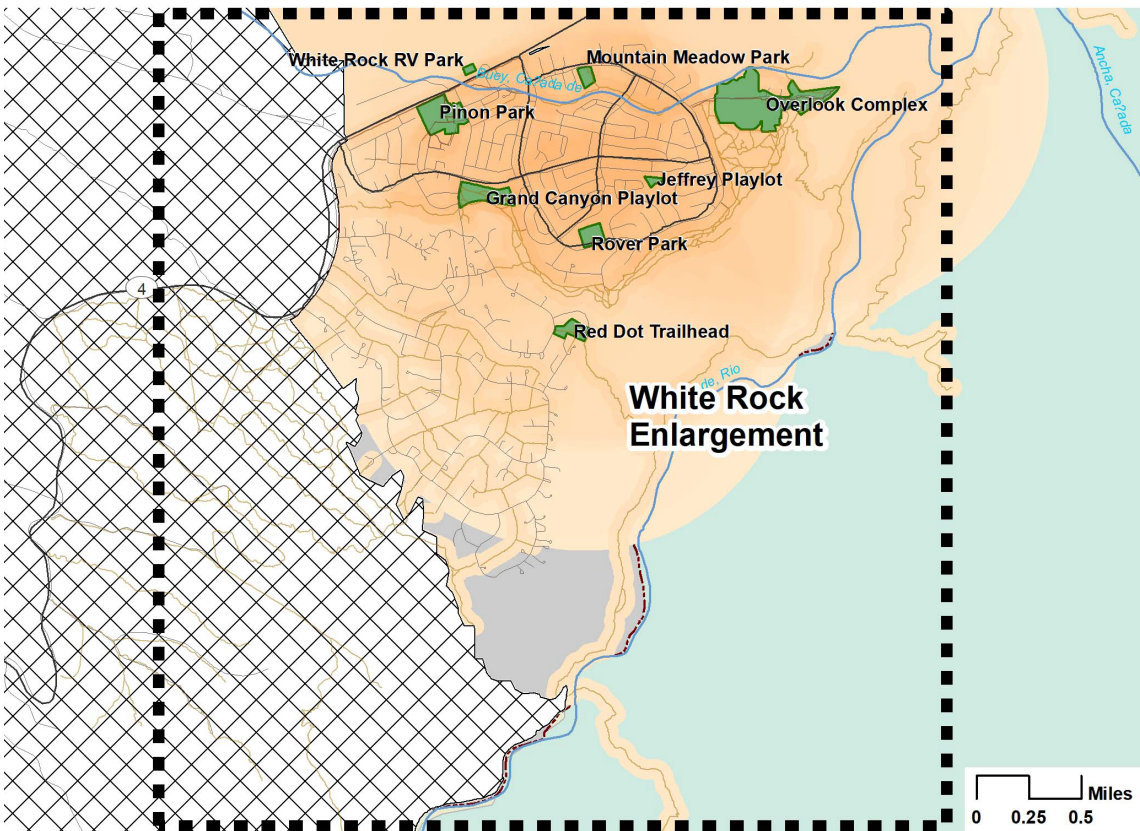
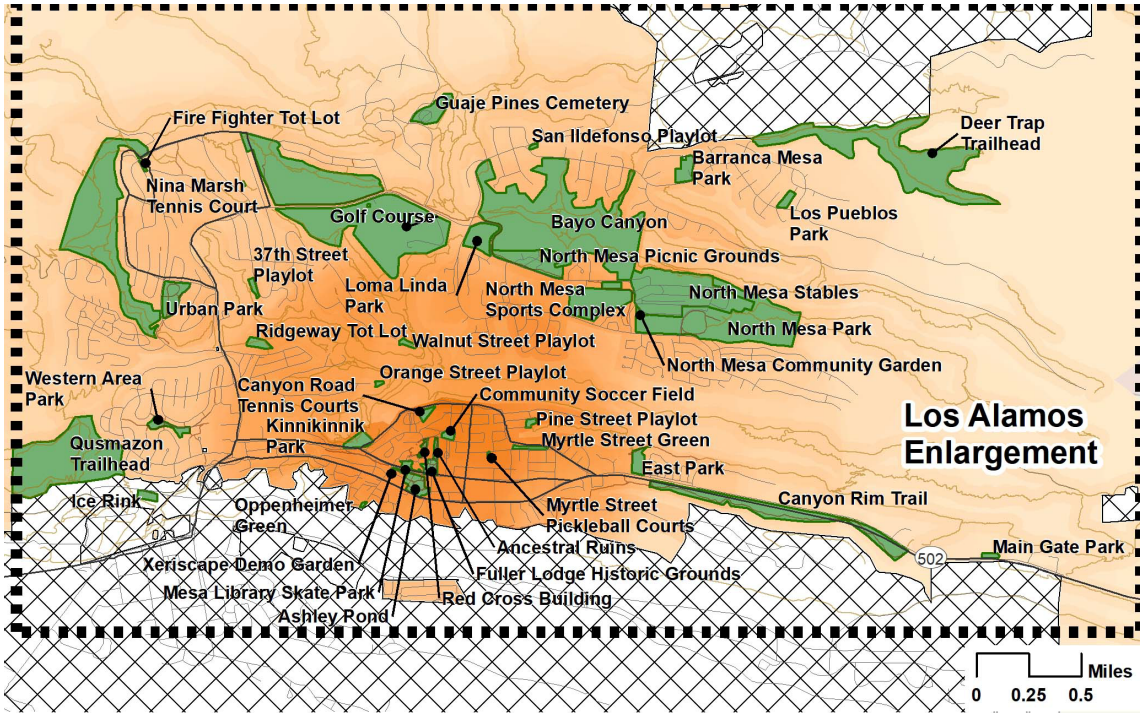
## Neighborhood Access to Outdoor Recreation

Perspectives also examine neighborhood or one-mile access to recreation opportunities. Darker gradient areas on the following images indicate higher-quality recreation assets based on a one-mile service area. In general, the following analyses show that LAC has an excellent distribution of parks and facilities in terms of one-mile access.

**Figure 34: Neighborhood Access to Outdoor Recreation**



**Figure 35: Los Alamos and White Rock Enlargements**

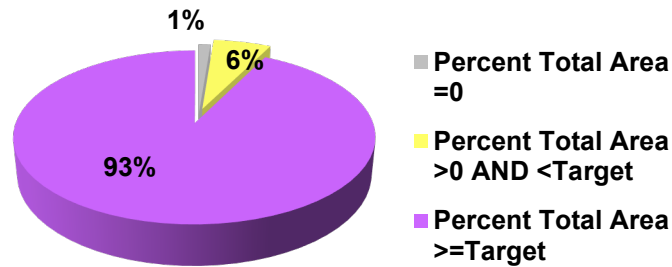


## Neighborhood Gap Analysis

Nearly all residents (99%) have access to outdoor recreation opportunities within one mile, and 93% of the residents meet the target score as discussed previously. These analyses are shown in the following charts and map.

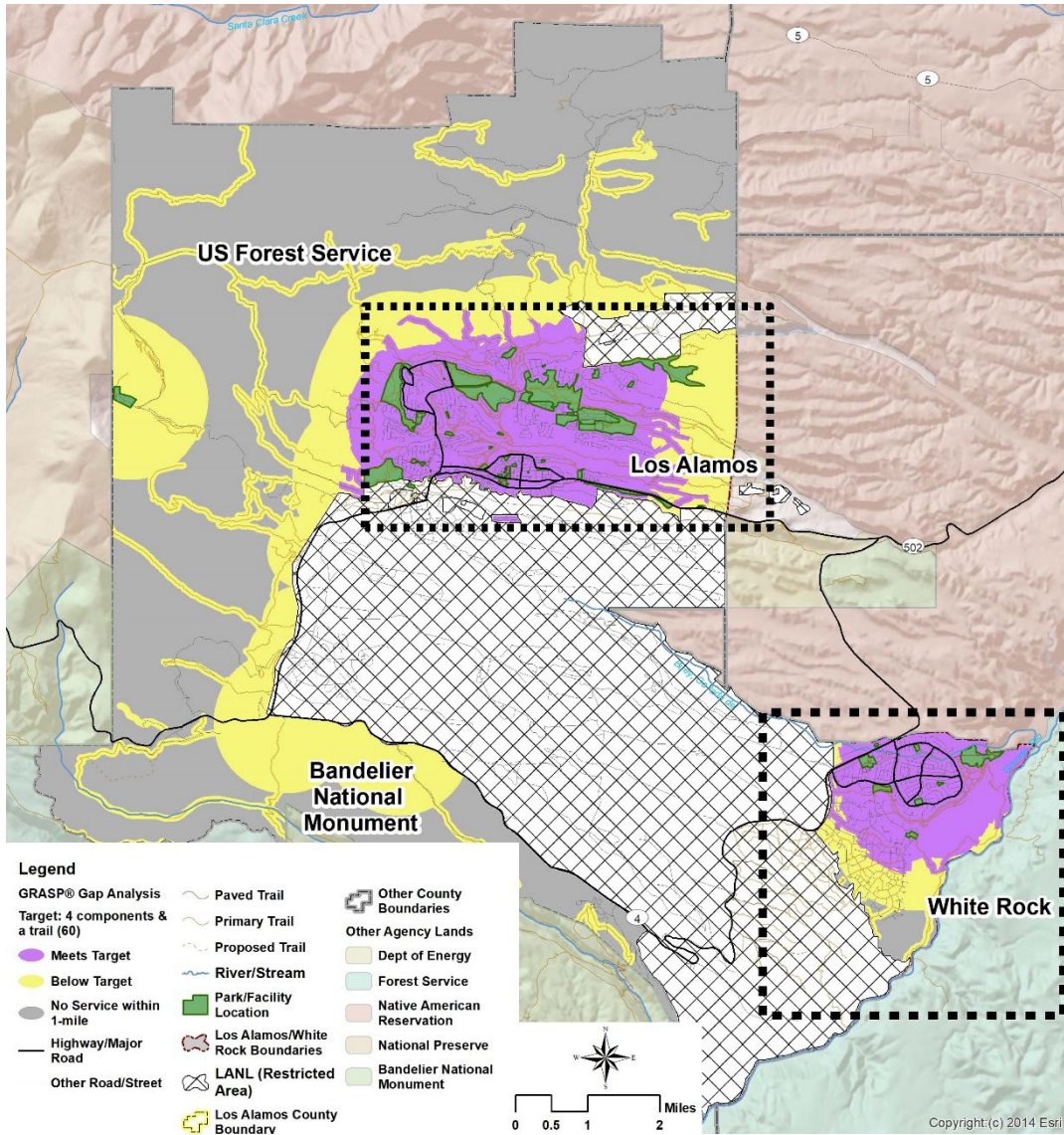
**Figure 36: Percentage of Population by Service Level**

### % of Population with Neighborhood Access to Outdoor Recreation



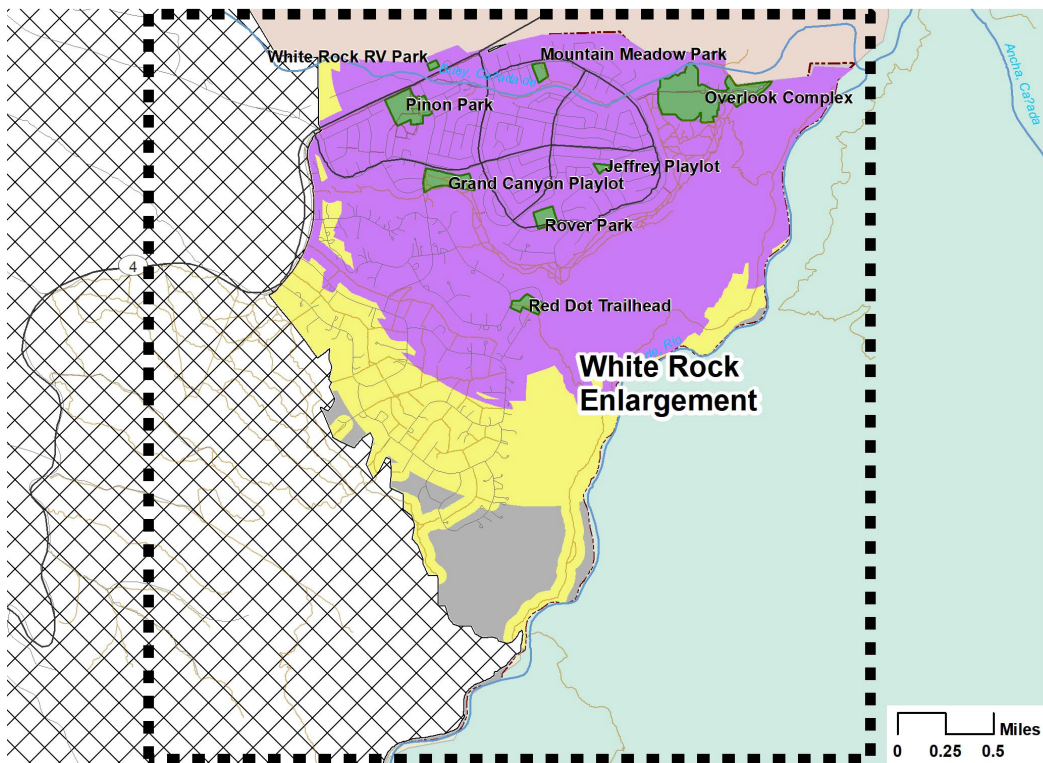
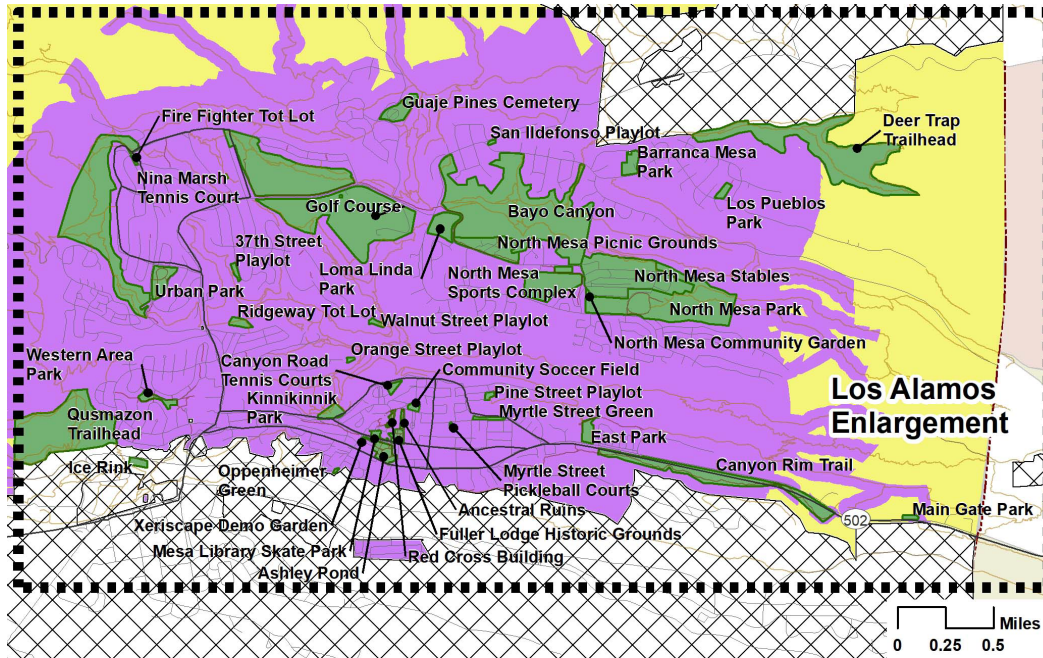
At a County level, walkable access may be less important overall to residents. The Neighborhood Gap Analysis shows more general access on a longer one-mile service area. The following map brackets GRASP<sup>®</sup> values to areas that meet this target score or are below it. Purple areas indicate where LOS values meet or exceed the target in the following figure. Areas shown in yellow on the map can be considered lower-service areas, while gray regions are outside of the analysis service area.

**Figure 37: Neighborhood Gap Analysis**



Los Alamos shows essentially complete coverage at a high level, while White Rock analysis would indicate lower service in the southern part of the community. The road network would indicate this area is residential in nature, but the parcels are significant in size when compared to the rest of the community.

**Figure 38: Los Alamos and White Rock Enlargements for Neighborhood Gap Analysis**



## GRASP® Comparative Data

LAC parks are comparable to other agencies across the country by using these scores. The GRASP® National Dataset consists of 85 agencies, 5,538 parks, and over 31,049 components.



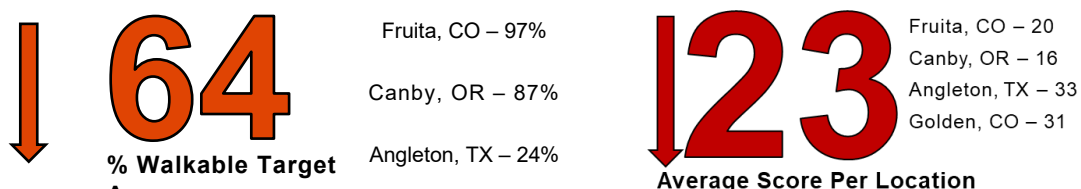
When comparing LAC to other agencies and parks in the dataset, two parks score in the top 10% of all parks in the overall GRASP® score. Overlook Complex is in the top 300 parks. Urban Park joins Overlook in the top 10%.



Additional findings in these comparisons reveal that LAC is above the average of other similar-sized agencies in parks and components per capita as well as above the average in total park/facility locations and components per location.



The only categories to fall short are in percent of the population within a walkable target area and average score per location. Because components per location tend to be higher in LAC, this score per location is likely directly related to the number of low-scoring components across the system.



The table below provides additional comparative data from other communities of similar populations to LAC across the United States. Because every community is unique, there are no standards or "correct" numbers.

**Table 24: GRASP® Comparative Data**

City / Agency	Fruita, CO	Los Alamos County, NM	Canby, OR	Angleton, TX	Golden, CO	Average
Year	2020	2022	2021	2019	2016	
Population	13,398	<b>18,803</b>	18,952	19,878	20,201	<b>18,246</b>
Study Area Size (Acres of City or County Limits)	5,175	<b>69,947</b>	2,986	7,454	6,221	<b>18,357</b>
Population Density (per acre)	2.6	<b>0.3</b>	6.3	2.7	3.2	<b>3</b>
# of Sites (Parks, Facilities, etc.)	23	<b>50</b>	23	13	25	<b>27</b>
Total Number of Components	90	<b>251</b>	70	106	183	<b>140</b>
Average # of Components per Site	4	<b>5</b>	3	8	7	<b>5</b>
Total GRASP® Value (Entire System)	462	<b>1,166</b>	374	428	778	<b>642</b>
GRASP® Index	34	<b>62</b>	20	22	39	<b>19</b>
Average Score/Site	20	<b>23</b>	16	33	31	<b>25</b>
% of Total Area w/LOS >0	100%	<b>43%</b>	98%	89%	NA	<b>83%</b>
Average LOS per Acre Served	223	<b>77</b>	265	128	NA	<b>173</b>
Components per Capita	7	<b>13</b>	4	5	9	<b>8</b>
Average LOS / Population Density per Acre	86	<b>286</b>	42	48	NA	<b>115</b>
% of Population with Walkable Target Access	97%	<b>64%</b>	87%	24%	70%	<b>68%</b>
People per Park	583	<b>376</b>	824	1,529	808	<b>824</b>
Park per 1k People	1.7	<b>2.7</b>	1.2	0.7	1.2	<b>1</b>
Better than the average						
Below the average						

## Capacities Analysis

A traditional tool for evaluating service is capacity analysis, which compares the number of assets to the population. It projects future needs based on a ratio of components per population (i.e., as the population grows over time, components may need to be added to maintain the same proportion). The following table shows the current capacities for selected elements in LAC. While there are no correct ratios, use this table in conjunction with input from focus groups, staff, and the public to determine if the current ratios are adequate. Based on the limited projected population growth, only playgrounds show to be added in the next five years to maintain the same LOS.

The usefulness of this analysis depends on future residents' interests and behaviors and the assumption that they are the same today. It also assumes that today's capacities are in line with needs. The capacities table bases analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS combines location, quantity, and quality. This table should be used with discretion and only in conjunction with the other analyses presented.

**Table 25: LAC Capacities**

	2022 Count	2022 Ratio per 1k Population	Ratio Per Component	Total Needed Based on 2026 Population	Add
Aquatics, Spray Pad	1	0.053	18,803	1	0
Camping, Defined	3	0.160	6,268	3	0
Climbing, Designated	1	0.053	18,803	1	0
Diamond Field	15	0.798	1,254	15	0
Disc Golf	2	0.106	9,402	2	0
Dog Park	4	0.213	4,701	4	0
Educational Experience	5	0.266	3,761	5	0
Equestrian Facility	2	0.106	9,402	2	0
Event Space	3	0.160	6,268	3	0
Game Court	1	0.053	18,803	1	0
Garden, Display	1	0.053	18,803	1	0
Golf, Miniature	1	0.053	18,803	1	0
Golf, Practice	1	0.053	18,803	1	0
Ice Hockey	1	0.053	18,803	1	0
Loop Walk	3	0.160	6,268	3	0
Natural Area	14	0.745	1,343	14	0
Open Turf	10	0.532	1,880	10	0
Passive Node	3	0.160	6,268	3	0
Pickleball Court	6	0.319	3,134	6	0
Picnic Ground	2	0.106	9,402	2	0
Playground, Local	23	1.223	818	24	1
Public Art	4	0.213	4,701	4	0
Rectangular Field, Large	8	0.425	2,350	8	0
Rectangular Field, Small	1	0.053	18,803	1	0
Shelter, Large	8	0.425	2,350	8	0
Shelter, Small	12	0.638	1,567	12	0
Skate Park	2	0.106	9,402	2	0
Tennis Court	18	0.957	1,045	18	0
Volleyball Court	5	0.266	3,761	5	0
Wall Ball Court	3	0.160	6,268	3	0

	<b>2022 Count</b>	<b>2022 Ratio per 1k Population</b>	<b>Ratio Per Component</b>	<b>Total Needed Based on 2026 Population</b>	<b>Add</b>
<b>Water Access, Developed</b>	<b>1</b>	<b>0.053</b>	<b>18,803</b>	<b>1</b>	<b>0</b>
<b>Water Feature</b>	<b>2</b>	<b>0.106</b>	<b>9,402</b>	<b>2</b>	<b>0</b>
<b>Water, Open</b>	<b>1</b>	<b>0.053</b>	<b>18,803</b>	<b>1</b>	<b>0</b>

## Total Acres and Parks Ratio Comparison

Comparison and projection for park acres and quantity of parks is also a traditional analysis. The following tables shows the need for 11 acres of developed park land in the next five years.

Comparing LAC to other national statistics published in the "2022 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks," LAC does well in some categories but falls short in others. LAC greatly exceeds the national median for total acres and number of parks.

**Table 26: Acres of Park Land Per 1,000 Residents and Residents per Park**

	2022 Los Alamos County	2022 NPRA Median Acres per Capita
2022 All Acres	985	
2022 Developed Park Acres	392	
2021 Population	18,803	
2022 Developed Park Acres Per 1,000 Population	20.8	
2022 NPRA Median Acres per Capita		12.9
2026 Population	19,322	
Acres Needed To Maintain Current Standard	403	
Acres To Add (Needed - Current)	11	
2022 Developed Parks	39	
2021 Population	18,803	
2022 Population per Park	482	
2022 NPRA Median Population per Park		1,233
2026 Population	19,322	
Parks Needed To Maintain Current Standard	40	
Parks To Add (Needed - Current)	1	
*Not including trailhead/open space properties, golf course, cemetery, or currently undeveloped parcels		

The County meets or exceeds the median in all categories except basketball courts, golf courses and driving ranges, and ice rinks. It should be noted that the County has eight half-court

or practice basketball courts that likely fulfill the local need. The population would need to more than double to trigger another golf course or ice rink, however, based on these calculations.

**Table 27: Outdoor Park and Recreation Facilities – Median Population Served Per Facility**

2022 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
	Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Current Quantity	Residents per Facility	Need To Add To Meet NRPA Median
Playgrounds	Playgrounds	95%	1,986	23	818	-14
Courts	Basketball courts*	86	3,750	3	6,268	2
	Tennis courts	78	2,723	18	1,045	-11
	Pickleball courts	18	3,446	6	3,134	-1
Diamond Fields	Diamond fields: baseball – youth	79	3,107	15	1,254	-9
	Diamond fields: softball fields – adult	65	5,667			-12
	Diamond fields: softball fields – youth	62	5,339			-11
	Diamond fields: baseball – adult	54	7,954			-13
Rectangular Fields	Rectangular fields: multipurpose	68	4,362	9	2,089	-5
	Rectangular fields: soccer field – youth	50	3,504			-4
	Rectangular fields: soccer field – adult	44	8,017			-7
	Rectangular fields: football field	35	8,004			-7
Dog Parks	Dog Parks	67	11,100	4	4,701	-2
Skate Parks	Skate Parks	39	11,100	2	9,402	0
Golf	Golf Regulation 18-hole courses	29	9,183	1	18,803	1

2022 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
	Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Current Quantity	Residents per Facility	Need To Add To Meet NRPA Median
	Driving range stations	26	5,055	1	18,803	3
Ice rinks	Ice rinks	18	7,997	1	18,803	1
	Comparison based on median for less than 20,000 population comparison					
Surplus						
Possible Deficit						
*County Parks also has eight Practice Basketball Courts						

*More on Utilizing GRASP® Perspectives*

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired LOS for a location should depend on the type of service, the site's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower service levels for Parks and Recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current LOSs are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.

### Assessment and LOS Summary

Improving access to and within parks by addressing ADA is an important concern across the system. Detailing and implementing standards for park amenities such as picnic tables, playground surfacing, and park pathways will also help to increase park quality.

Parking lot and turf/grass conditions across the system are in poor condition and should be a priority to increase park conditions. Annual park audits and assessments should be conducted to update low-scoring components and elements. These should be prioritized annually as routine maintenance, deferred maintenance, and CIP categories during budgeting.

Suggested park classifications have been included in the park scoring tables; these should be finalized or updated to formal classifications.

While trails appear to be abundant across the County, improved wayfinding, trailhead, and trail access points as well as improved or standardized trail conditions will provide greater access for residents.

Consider improvements or additional components to parks and facilities in identified gap areas in both the walkability and neighborhood analysis. Areas with limited parks/facilities may be determined to need additional parkland or facilities to improve service in the area. As with all park improvements or additions, consider community input and emerging trends in the design and implementation.

In terms of overall park capacities, the County ranks high in total number of parks and acres per capita when compared to national statistics. With relatively minimal population growth projected over the next five years, few additions appear necessary to maintain the current LOS. This should allow there to be a concentration on maintaining and improving existing parks and components.

## V. Health and Well-Being in LAC

This project included integration of GP RED ([www.gpred.org](http://www.gpred.org)) Healthy Communities *Surveillance and Management Toolkit*<sup>™</sup> research and methods to look at how Parks and Recreation facilities and programs can help in preventive public health for the County. The specific methods included key stakeholder engagement and trends analysis specific to proven modifiable preventive health factors, along with analysis and integration with the other gaps, equity, and LOS analysis aspects of this project.

### A. Key Stakeholder Engagement for Healthy Communities Aspects

One important aspect was to specifically invite and engage the key stakeholders in LAC to discuss the healthy communities aspects for the project. To do this, the BerryDunn team facilitated a special focus group with 10 key knowledgeable collaborators and staff in December 2021.

Representatives attended from the following organizations:

- Parks and Recreation Board
- Open Space Committee
- Los Alamos Community Health Council
- Subcommittee of Comprehensive Health Plan
- Healthy Schools of Los Alamos Schools
- Library Board
- PEEC
- Programming interests' representatives – various user groups
- County Parks, Recreation, and Community Services staff

The key stakeholder focus group included a presentation on healthy community aspects, followed by facilitated input and a modified SWOT analysis to identify strengths, weaknesses, opportunities, and potential threats in the County. A summary of the answers (non-prioritized) from these key stakeholders included:

#### Strengths

What are the current strengths around this integrated approach? What is working well?

- Nature is accessible everywhere in the County
- Trailheads are located near most homes

- Strong access to and implementation of Covid vaccinations
- Nice county facilities and good investments have been made, including the aquatics center, golf course, and Ice Rink
- Lots of new families moving in - laboratory has had large hiring
- Ice skating learn to skate has exploded- highest numbers
- Dynamic changing with new population - families with young children
- Library - good programs, large, new, good selection
- Self-starting community - lots of active non-profits/groups
- Strong public involvement in general – people care
- Good ski club, trails, and cycling events
- Healthy Community overall - seems to have a culture that believes in health
- 50+ age is large user of the library

## Challenges/Weaknesses or Threats

- The system is not as accessible for people with disabilities
- More space needed in the library to accommodate the larger user groups/space restrictions with Covid guidelines
- Level of involvement is high but sometimes causes issues with finding consensus
  - Lack integration of groups/plans - Each group tends to focus on their own areas
- Timing and action planning is needed for all plans, how they will be successful, and to bring data together
- Difficulty with channeling volunteers to feel supported/organized
  - Become disillusioned with the process
  - View of the role of volunteers in the public eye
- Focus Group fatigue – specifically felt on the County Health side
  - Lack of seeing results or presenting feedback/data to groups
- Need better reaching out to folks that really need to be part of the discussion
- Fees for users - does everyone have the opportunity to participate?
- No RV Parks in town, with limited locations with no access to hook-ups, etc.
- May not be enough activities and places for teens or things they are interested in doing

- People come in for events and then just leave
- 20 other groups and boards that work in the County, but are not represented in this plan

## Potential Opportunities

- Leverage the numerous non-profits / groups
- Volunteer Management – the volunteer organization seems to be Ad Hoc
- Improve permitting processes
- Prioritize projects for better collaborative action planning
- Balance of local interest and tourist interests
- Work relationship between groups/events and the County
- Potential for more camping and longer-term stays
- Tourist attractions can be leveraged to keep people in town longer

## Potential Partners for Healthy Community Opportunities

Who are the partners to help make it happen? Who else should be included?

- Self-help practitioners
- Faith-based community members
- High school equivalency program
- Hospital/Urgent Care providers
- English language teachers
- Racial equity and inclusiveness task force
- Native American parent group
- Community health group/planning committee
- Many (20+) other County boards and groups that are not part of this plan

## B. Modifiable Health Factors

This project included integration of the proven *preventive health factors* (also known as *social determinants of health* in the public health realm) that have been shown through research to be modifiable by parks and recreation agencies (Penbrooke, 2017), including consideration of physical activity, nutrition, social and parental engagement, transportation, access to facilities and nature, safety and perception of safety, and reduction of drug and alcohol abuse.

### Physical Activity

Physical activity tends to be the number one factor (determinant of health) that can be modified through community services. In LAC there are likely opportunities to increase physical activity. This can be done through a variety of actions, such as more programs, more places to be active, education, and other offerings. Below are some of the potential indicators and actions for increasing physical activity. This should be looked at in conjunction with the current program offerings and GRASP® findings.

**Table 28: Potential Indicators and Actions for Increasing Physical Activity**

<b>Physical activity: The array of opportunities in a community that require physical skills and capacities (e.g., balance, strength, flexibility, etc.) and often specific venues in which to engage during free or discretionary time.</b>	
Indicators	Potential Actions
Quality of natural and built assets	Increase the number of amenities, invest more financial resources for maintenance.
Varied physical demands of programs/services	Utilize analysis to examine the level of required physical skills in programs, events, activities, sport types by age, gender, etc. to sustained engagement across the lifespan.
Availability of assets/programs	Using GIS to document the location and operating hours/days of all natural and built assets; likewise do the same with all programs, services, activities, events by age, program type, etc.
Application of evidence-based standards, practices by staff	Using national, state, and other physical fitness standards seek to increase the physical capacity of everyone in community. Review and implement evidence-based practices to increase physical capacity (aerobic, strength, flexibility, balance, etc.).
Marketing and promotion of increased physical capacity	Utilize varying modes of increasing physical activity through collaboration, partnerships, sponsorships, campaigns to increase awareness of the vital role in personal and public health.

## Nutrition

The CSD has ways to address availability and education around good nutrition. Some common potential indicators and actions that can be made through the Department are listed in the following table. The agency might not think of itself as a primary nutrition provider, but it can modify preventive health greatly through education on the front line for youth and adults, providing locations for healthy food availability, and modeling through healthy in-house guidelines for snacks, concessions, and meals provided, especially in programs.

**Table 29: Nutrition Factors Indicators and Actions**

<b>Nutrition Factors: A balanced intake of food that is comprised of various solids, liquids, fresh and prepared foods that provide the necessary daily nutrients for an active lifestyle and is culturally relevant.</b>	
<b>Indicators</b>	<b>Potential Actions</b>
Availability of healthy food	Support and provide incentives for farmers' markets and grocery stores serving fresh food and healthy food.
Information, education, and training	Increase programming and communication campaigns for healthy cooking, gardening, and recipe testing, along with messaging about healthy eating consequences.
Healthy food/drink options	Limited to healthy food/drink at public Parks & Recreation (P&R) venues or related agencies that are relevant.
Collaboration with local restaurants or meal sites	Affinity programs that add points on a score card when one chooses a healthy menu, which may be redeemed at the P&R.
Community gardens	Increasing number of community gardens at several places in the service area and land them at a lower cost.

## Social Interaction and Engagement

The following table includes some potential indicators and actions that may be used to address social interaction and engagement. This is not an exhaustive list but includes the most common issues. Coming out of the pandemic, this factor may be even more important due to the need for social distancing and isolation, which has caused mental health issues for many. This can also be focused on not only peer to peer, but also via parental and family engagement.

**Table 30: Social Engagement Indicators and Potential Actions**

<b>Social Engagement: Positive social relations and role modeling with peers and adults in various settings. This includes engaging in social discourse, developing, and maintaining friendships with others.</b>	
<b>Indicators</b>	<b>Potential Actions</b>
Efforts to prevent bullying and hazing	Establish programs, campaigns, etc. for those who are ostracized or feel socially isolated, and those who engage in bullying behaviors.
Non-competitive organized activity options	Encourage more participants to participate in non-competitive activities to increase retention in programs/activities.
Establish practices of social inclusiveness	Emphasize the virtue of friendships, teamwork, and a sense of belonging in every program.

<b>Social Engagement: Positive social relations and role modeling with peers and adults in various settings. This includes engaging in social discourse, developing, and maintaining friendships with others.</b>	
<b>Indicators</b>	<b>Potential Actions</b>
Positive social environment	Create positive atmosphere where all participants are welcomed, valorized, and respected; Establish a strong policy strictly prohibiting bullying or hazing behaviors.
Relevancy of programs/services	Offering programs, services and activities based on customer identified needs, and appropriateness (e.g.) age, gender, religious preference, cultural norms, etc.

## Transportation and Access

If residents cannot get to something, they cannot use it. The following table portrays the potential indicators and actions for improving transportation and access. For example, while walking access may be high to the nearest component, it may not be high to the most desired component or available at the right times of day. Also, this may be correlated to the factor of perception of safety, where geographically there is access available, but the perception may be that it is not safe to walk or bike there. Each park and natural area will need to be evaluated for this factor in planning for improvements.

The Atomic City Transit provides services on most days and circulates throughout the County. The service is free to use and is highly utilized by the community. Public transit has limited availability on the weekends and holidays.

**Table 31: Transportation Indicators and Potential Actions**

<b>Transportation services: Various modes of transportation of individuals or groups including vehicles offered by public, private or family members. Primarily used for getting youth to and from a program, event, or activity.</b>	
<b>Indicators</b>	<b>Potential Actions</b>
Accessibility, availability, and Interconnectivity of public and alternative transportation	Transportation in communities is multi-modal and requires close access, available when most needed, synchronized with programs, services, and operating hours, and accounts for interconnectivity across the community at large.
Cost of services	Collaboration with schools, local businesses, and other agencies when utilizing public modes of transportation to and from P&R facilities and programs.
Convenience	Synchronization with P&R programs, events, services, and activities.

**Transportation services: Various modes of transportation of individuals or groups including vehicles offered by public, private or family members. Primarily used for getting youth to and from a program, event, or activity.**

Indicators	Potential Actions
Consumer knowledge of public transportation services	Information and training strategies to increase the level of awareness of public transportation to and from P&R facilities, programs, events, services, and activities.
Utilization rates	Monitor utilization rates by type of customer, location, mode of transportation, frequency, time/day, etc.

## Safety and Perception of Safety

If people do not feel safe, they will not use facilities or participate. When safety is a concern, actual crime rates can be addressed separately. This can usually be done in conjunction with public safety officers (police) and/or implementing media campaigns that highlight positive actions and actual crime rates (when low). The Healthy Community group of representatives did not include any police officers, so this may be an opportunity for greater collaboration going forward. Across the United States, public agencies are implementing community police partnerships with Parks and Recreation to help establish positive preventive relationships.

**Table 32: Safety Indicators and Potential Actions**

<b>Safety: Both actual and perceived, including provision of programs, activities, events, places, spaces (indoors or outdoors) that are not likely to cause avoidable harm, personal injury, or perceived threat of same.</b>	
Indicators	Potential Actions
Crime rate at or near assets/programs	Collaborate with law enforcement to reduce crimes in areas managed by P & R. Install surveillance cameras, Hire police or security officers, CPTED principles, and/or positive activation.
Parent/children perception of safety level	Make streetlights brighter, more people on trails, speed bumps near P&R buildings and pedestrian walkways.
Prevention practices of direct and affiliated service providers	Staff training for accident/injury free environment and safety education for participants.
Safety inspection & risk management	Conduct frequent and regular inspections to ensure safe operations at facilities (built or natural) and in programs/events/services.
Staff supervision & surveillance efforts	Establish standards for supervision and surveillance at all sponsored programs, events, and activities as well as managed assets.

## Additional Modifiable Health Factors

Public policies can address how people can learn coping strategies from P&R for managing stress (especially now prevalent in communities during the pandemic) and minimize negative health behaviors such as tobacco use and alcohol overconsumption. Public parks and recreation agencies may be able to play a positive role in addressing addictions, such as smoking prevention and alcohol overconsumption, especially among youth. In the United States, more than 1,200 municipalities now have smoke-free parks. Since addressing tobacco is typically a community-wide policy for public facilities, the Department may not need a specific separate policy unless the County does not have one in place.

On a societal scale, reduction of alcohol and other addictive drug consumption in communities is warranted as a preventive public health goal. P&R agencies may offer alcohol education to the public through programs and special events. By using systems approaches and working with other actors within the community system, agencies may be able to play an important front-line role in education and social connections that are vital in preventing and treating substance addictions.

The Department has an opportunity to address alternative activities and education around drug and alcohol use, along with smoking. Comments during stakeholder and staff discussions suggested beliefs that Parks and Recreation can provide positive engagement and activities that help connect people and provide alternatives for stress reduction and positive coping mechanisms.

## C. Other Relevant Healthy Community Data

As indicated from stakeholder input, LAC is perceived as being a healthy place to live overall, with a few potential improvements that may help. Nationally, Los Alamos is recognized as a high-performing county in these aspects.

In addition to this project, one national source that has touted Los Alamos as one of the countries “Healthiest Communities” is the U.S. News analysis, available [here](#). Healthiest Communities is an interactive destination for consumers and policymakers, developed by U.S. News & World Report in collaboration with CVS Health. Backed by in-depth research and accompanied by news and analysis, the site features detailed rankings drawn from an examination of nearly 3,000 counties and county equivalents on 89 metrics across 10 categories, informing residents, healthcare leaders, and officials about local policies and practices that drive better health outcomes for all. Data was gathered and analyzed by the University of Missouri Center for Applied Research and Engagement Systems (CARES).

This report identified LAC as #1 in overall rankings and #1 in “urban, High Performing” communities. The categories and subcategories in the U.S. News Healthiest Communities framework, along with their relative weights, are:

Population Health: 14.2%

- Access to Care
- Health Behaviors
- Health Conditions
- Health Outcomes
- Mental Health

- Social Capital

Infrastructure: 7.5%

- Community Layout
- Transportation

Equity: 12.23%

- Educational Equity
- Health Equity
- Income Equity
- Social Equity

Education: 12.15%

- Educational Achievement
- Education Infrastructure
- Education Participation

Economy: 11.1%

- Employment
- Income
- Opportunity

Housing: 9.5%

- Housing Affordability
- Housing Capacity
- Housing Quality

Food and Nutrition: 8.8%

- Food Availability
- Nutrition

Environment: 8.6%

- Air and Water
- Natural Environment
- Natural Hazards

Public Safety: 8.5%

- Crime
- Injuries
- Public Safety Capacity

Community Vitality: 7.6%

- Community Stability

**Figure 39: U.S. News – 2022 Healthiest Communities Top 10**

RANK	COUNTY	POPULATION HEALTH	EQUITY	EDUCATION	ECONOMY	HOUSING	FOOD & NUTRITION	ENVIRONMENT	PUBLIC SAFETY	COMMUNITY VITALITY	INFRASTRUCTURE
1	Los Alamos County, New Mexico	94	80	70	79	100	76	86	90	71	94
2	Falls Church city, Virginia	100	66	100	98	43	81	48	82	92	97
3	Douglas County, Colorado	93	76	74	100	56	82	87	70	80	83
4	Morgan County, Utah	75	100	81	82	76	76	62	67	89	65
5	Carver County, Minnesota	86	63	82	93	67	76	76	73	81	78
6	Sioux County, Iowa	82	80	80	72	79	72	58	80	80	90
7	Ozaukee County, Wisconsin	85	65	81	81	65	84	72	71	77	87
8	Hamilton County, Indiana	84	64	77	92	65	74	61	75	85	88
9	Broomfield County, Colorado	90	65	69	93	61	77	73	66	73	93
10	Delaware County, Ohio	80	70	83	92	73	70	65	70	80	81

Source: Healthiest Counties in the U.S. | U.S. News Healthiest Communities

While it is challenging to precisely measure the impact that parks, recreation, trails, libraries, and other Community Services aspects managed by the Department play in LAC, based on the proven modifiable preventive health factors identified and other findings, it is likely that the Department contributes to over half of the categories deemed relevant for this Healthiest Communities ranking, and should continue to be commended and supported.

## D. Summary Key Findings – Healthy Community Aspects

The role of the CSD in preventive health is strong in LAC, and overall, there are a lot of partners, opportunities, and access to nature available.

However, some key findings related to preventive health that can be further addressed are:

### Accessibility

The County needs to fully identify and help ensure all components provided within the system are accessible and ADA compliant. This is also addressed in other sections of this report.

- More opportunities for teens/youth – Middle school-aged youth have been shown to be an important group for focus related to preventive health, as ages 10 – 15 are when youth are creating their own identity, separating from parental guidance, and are setting habits for life. Like many communities, the findings indicate that this is a challenging age group in LAC to serve. It may be beneficial to delve deeper into this age group through an additional project working specifically with stakeholders most familiar with this age group (schools, parents, public safety officers, coaches, and teens themselves) to create something like a youth services plan/task force. There are methods such as a “Youth Activity and Nutrition Survey” (YANS) and special focus groups/meetings that can help further identify current activities and needs. This should be done in conjunction with schools and police involvement.

*Example:* In Hutchinson, KS when youth expressed there was “nothing to do” in town, even when there was a teen center, movie theatre, etc., a deeper project indicated a need for something different. A focus group helped identify an “adventure park” and other safe places to gather and “hang out” that did not include alcohol and drugs. The youth became excited about helping to create new spaces that included safe bouldering, kayaking, a pump-track bike park, ways to get around town, and different indoor spaces to hang out, etc.
- Formalized partnering with other health-focused agencies, groups, and individuals in the County – It was apparent from stakeholder input that there are a lot of people in the County who care about these healthy communities aspects, but the approaches are somewhat scattered, often under-funded, and under-resourced. There are many different groups with different missions, and consensus is hard to reach. By facilitating regular open invitational meetings (quarterly or semiannually) of the identified potential partners of all types (governmental, nonprofit, for profit, and individual champions interested), the County may be able to help harness and streamline the efforts on these aspects and improve communications, reducing duplications of efforts. Key areas for partnered efforts may be the youth efforts described above, fitness/wellness/nutrition campaigns, programs, and education, trail connectivity and alternative transportation, drug/alcohol harm reduction, and harnessing energy to promote, prioritize, and fund specific new capital projects.
- Promotion, awareness, and storytelling – LAC is showing as one of the best places in the nation to live and be healthy! The County can be well served by continually celebrating the good work that is happening by the CSD, the towns, other partners and alternative providers, the business and tourism communities, and Mother Nature herself!

## VI. Recommendations and Action Plans

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory assessment, level of service analysis, findings feedback, and all of the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Los Alamos County parks, facilities, activities, services, open space, and trails. All cost estimates are in 2023 figures, are rough estimates, and inflation is going to escalate these numbers quickly. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time and some are labeled TBD (To Be Determined) as there is no way to list a cost without knowing a lot more specific information about what is being built.

The timeframe to complete is designated as:

- *Short-term (up to 3 years) 2023-2025*
- *Mid-term (4-6 years) 2026-2028*
- *Long-term (7-10 years) 2029 - 2039*
- *Ongoing (length of the plan and beyond)*

Projects that have already been started at the time of this Master Plan report are not included in the Action Plan Table including (but not limited to):

1. *Ice Rink*
2. *BMX track*
3. *Myrtle Street Pickleball Court*
4. *Golf Course improvements*
5. *Multi-Use Gym-*
6. *Tennis Courts*

*Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)*

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
1	<b>Improve Organizational Reach and Impact</b>						
1.1	<b>Improve and increase partner agency relationships</b>						
1-1-a	Continue work with Health Council to establish a Community Health Strategic Plan with assistance from medical community and mental health community		Staff Time		X		
1-1-b	Continue to evaluate programs and services provided with social service agencies		Staff Time	X			

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
1-1-c	Continue to invest in partnerships with the National Park Service and Bandelier National Monument, Valles Caldera National Preserve, and the Manhattan Project National Historical Park.		Staff Time	X			
1-1-d	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.		Staff Time	X			
1-1-e	Potential partnership with National Park Service development of the Valles Caldera bike packing trail. To learn more about the Valles Caldera bike packing trail development visit: <a href="https://parkplanning.nps.gov/projectHome.cfm?parkID=552&amp;projectID=101308">https://parkplanning.nps.gov/projectHome.cfm?parkID=552&amp;projectID=101308</a>		Staff Time				X
1-1-f	Continue partnership of the NPS development of the Bandelier Multi-Use Trail Plan long term		Staff Time				X
<b>1.2</b>	<b>Enhance inclusive marketing and communication of activities</b>						
1-2-a	Annual update of Marketing Plan		Staff Time	X			
1-2-b	Update website and social media regularly		Staff Time	X			
1-2-c	Publish Activity Guide in multiple media formats		Staff Time	X	X		
1-2-d	Produce effective and centralized marketing to engage the community in CSD events and services and to increase awareness that the library is an essential resource for individuals and the community		Staff Time	X			
1-2-e	Continue to evaluate and look for other venues and media to dispense information to the community		Staff Time	X			
1-2-f	Incorporate DEI principles in all marketing related activities		Staff Time	X			
<b>1.3</b>	<b>Attract tourism &amp; outdoor recreational opportunities</b>						
1-3-a	Continue to Work with PEEC to develop local films about nature, outdoor recreation, and history to show at the Planetarium.		Staff Time	X			
1-3-b	Explore additional Festivals and events as catalyst for tourism		Staff Time, Event Supplies		X		
1-3-c	Add a multi-use event space that supports 400 people and accommodates business meetings, community events and destination event space		N/A			X	

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
1-3-d	Expand recreational offerings that attract visitors and improve community experience		Staff Time	X			
1-3-e	Create a promotional video to showcase outdoor recreation, history and science activities and events in Los Alamos		Staff Time, Production Cost, Airtime		X		
1-3-f	Continue to provide specific marketing to visitors at the three National Parks to showcase the primary outdoor recreation, history, and science attractions in Los Alamos, as well as hospitality services		Staff Time		X		
1-3-g	Implement County plans based on recommendations from the 2018 Tourism Strategic Plan, 2019 Economic Vitality Strategic Plan, and the Open Space Management Plan for extensions, upgrades, maintenance, and new trails that benefit visitors and residents. Increase funding and staffing to address trail maintenance and improvements		Additional Maintenance Staff \$45,000 - \$90,000	X			
1-3-h	Through libraries, provide information on Los Alamos County activities and amenities		Staff Time	X			
<b>1.4</b>	<b>Increase community-wide inclusivity Increase community-wide inclusivity</b>						
1-4-a	Reach out to all partner agencies to collaborate on creating a one-stop-shop for information on all parks, recreation, libraries, cultural, and social services and activities for all Los Alamos and White Rock residents and visitors		Staff Time			X	
1-4-b	Offer innovative and diverse programming, services and resources for youth, families, and adults that meet their evolving needs (to be delivered in the library or where the target market resides)		Staff Time, Instructors		X		
1-4-c	Keep library collection up to date; diverse in subjects, formats, and experiences; responsive to community needs; and attractive			X			
1-4-d	Monitor, track and evaluate the methods and trends in how library media is used by the community, i.e. digital books and non-traditional platforms		Staff Time	X			
1-4-e	Attract and retain qualified and diverse, paid and volunteer staff for all services and activities.		Staff Time	X			
<b>1.5</b>	<b>Bring and keep technology up to date</b>						
1-5-a	Continue to upgrade and maintain CSD pages on the LAC website		Staff Time	X	X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
1-5-b	Consider Wi-Fi in all parks and facilities with the County Broadband project		N/A			X	
1-5-c	Bring and keep technology up to date for the efficiency and convenience of patrons and staff and provide both mainstream and emerging technologies to community members that promote equity and address the digital divide		Staff Time	X			
1-5-d	Provide a safe, comfortable, accessible space that meets the technological and physical demands of a 21st century library		N/A				X
1-5-e	Provide technology access to visitors		N/A	X			
<b>1.6</b>	<b>Pursue grant opportunities</b>						
1-6-a	Hire a grant writer		\$75,000.00		X		
1-6-b	Acquire stable, broad-based, financial, and non-financial resources to support the programs and growth		Staff Time	X			
<b>1.7</b>	<b>Improve wayfinding signage and maps</b>						
1-7-a	Improve directional/wayfinding signage/maps to facilities on roadways & within parks		Staff Time	X			
1-7-b	Continue to improve visitor maps to highlight trails that best serve visitors and provide connections to attractions and add information about the trail's app		Staff Time	X			
<b>1.8</b>	<b>Upgrade and increase volunteer program</b>						
1-8-a	Develop a plan to attract and retain qualified and diverse volunteer staff for all services and activities		Staff Time	X			
<b>2</b>	<b>Improve Programs and Service Delivery</b>						
<b>2.1</b>	<b>Attract tourism, outdoor recreational, nature education, and stewardship opportunities</b>						
2-1-a	Focus on marketing outdoor recreation, history, and science as the three core destination and tourism aspects of Los Alamos		Staff Time	X			
2-1-b	Enhance outdoor recreation events and programming for the community		Staff Time		X		
2-1-c	Expand outdoor recreational offerings for diverse users that attract visitors and improve experiences for trails, including trail expansion, trail condition, and improvements		Staff Time		X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
2-1-d	Renovate and utilize sports fields as economic drivers and athletic-based tourism as well as improved experiences for local users		Staff Time			X	
2-1-e	Develop partnerships with other county departments and other community organizations to build mutually beneficial connections, leverage resources and increase collaboration and coordination to meet identified community needs		Staff Time			X	
<b>2.2</b>	<b>Increase Cultural programs and services</b>						
2-2-a	Add inclusive and diverse cultural and multicultural educational and recreational activities for low-income individuals and families, the elderly and other groups not currently served.		Staff Time	X			
2-2-b	Engage with the community and provide programming at a variety of community locations		Staff Time, Instructors		X		
2-2-c	Continue supporting Los Alamos Creative District and Art in Public Places		Staff Time	X			
2-2-d	Assess utilization of county facilities, identify underutilized spaces and utilize those facilities for new programs and services		Staff Time		X		
<b>2.3</b>	<b>Add more programming for families, youth, middle schoolers, teens, and young adults</b>						
2-3-a	Continue to expand program opportunities for teens, middle schoolers, families, youth, and young adults in all locations including after school programs, life skill programs, technology programs, etc.		Staff Time, Instructors	X			
2-3-b	Continue to partner with the schools, Teen Center, Youth Activity Center, and other organizations to provide afterschool activities, homework, and online learning support		Staff Time		X		
2-3-c	Offer innovative and diverse programming, services, and resources for youth based on trends and non-traditional activities		Staff Time, Instructors		X		
2-3-d	Identify a location and programming for a Middle Schooler Center	\$ 5,000,000.00	Potential Additional Staff, \$30,000			X	
2-3-f	Assess utilization of existing small indoor and outdoor event spaces that host events like birthday parties. Add more event space (e.g. pavilion) if necessary.		Staff Time		X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
<b>2.4</b>	<b>Integration of Health, Wellness, and Social Services programs for all ages</b>						
2-4-a	Increase and improve partnerships for knowledge sharing of where/how to receive social services. Train staff. Disseminate accurate and appropriate information		Staff Time	X			
2-4-b	Address Los Alamos' silent but sizeable 'Near Poor' Population through partnerships with community agencies and addressing issues of equity and the digital divide		Staff Time			X	
2-4-c	Embed librarians in the community and organizations outside of the library walls		Staff Time			X	
<b>2.5</b>	<b>Integration of mental, and physical health services for youth, middle schoolers, teens, families, and accommodations for individuals with disabilities</b>						
2-5-a	Address mental health issues by developing partnerships with Social Services and other organizations		Staff Time	X			
2-5-b	Assist with increasing awareness of available services to all needs, all ages, and abilities		Staff Time	X			
2-5-c	Integrate mental and physical health services and accommodations for individuals with disabilities throughout the CSD programs and offerings to include community partners		N/A	X			
2-5-d	<b>Integrate individuals</b>		Staff Time	X			
<b>2.6</b>	<b>Increase programs in wellness/fitness, cultural, special needs and built on the capacities of existing businesses where feasible</b>						
2-6-a	Expand programs in wellness/fitness, cultural, special needs, etc.		Staff Time, Instructors	X			
2-6-b	Utilize nature education and stewardship opportunities to preserve and protect historic and cultural resources		Staff Time	X			
2-6-c	Offer innovative and diverse programming, services and resources for youth, families, and adults that meet their evolving needs; to be delivered where they are.		Staff Time, Instructors		X		
2-6-d	Explore opportunities to create and expand activity participation (indoor and outdoor recreation facilities).		Staff Time				X
<b>2.7</b>	<b>Increase the number of special events</b>						

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
2-7-a	Expand community special event opportunities and increase partnerships		Staff Time, Event Supplies		X		
2-7-b	Explore hosting festivals and special events		Staff Time, Event Supplies		X		
<b>2.8</b>	<b>Expand operational hours for 5-8 working public</b>						
2-8-a	Include more evening, weekend, and after school programs		Staff Time, Instructors		X		
2-8-b	Enhance and expand diverse and inclusive recreation opportunities of residents and visitors		Staff Time, Instructors	X			
2-8-c	Provide a safe, comfortable, accessible space that meets the technological and physical demands of a 21st century library		Staff Time				X
<b>2.9</b>	<b>Increase the number of childcare opportunities</b>						
2-9-a	Assist with increasing awareness of available childcare options		Staff Time	X			
<b>3</b>	<b>Maintain and Improve Facilities and Amenities</b>						
<b>3.1</b>	<b>Comprehensively assess playlots</b>						
3-1-a	Assess all playlots to identify whether they serve the highest and best use in their current form and function		Staff Time		X		
<b>3.2</b>	<b>Improve low scoring amenities</b>						
<b>3-2-a</b>	<b>37th Street Playlot:</b>	<b>\$ 181,012.50</b>				X	
3-2-a	Consider a plaza area to put the picnic table	\$ 7,500.00				X	
3-2-a	Relocate bench to remove obstacle for winter sleeping	N/A				X	
3-2-a	Replace missing bouncy horse	\$ 5,000.00				X	
3-2-a	Consider upgrades to the low scoring playground	\$ 140,000.00				X	
3-2-a	ADA TP - Accessible Route	\$ 27,742.50				X	
3-2-a	ADA TP - Play Area	\$ 770.00				X	
<b>3-2-b</b>	<b>Camp May:</b>	<b>\$ 127,127.50</b>					
3-2-b	Facility Master Plan	\$ 50,000.00			X		
3-2-b	Coordinate with Forest Service on Facility Master Plan	N/A			X		
3-2-b	ADA TP - Accessible Routes	\$ 29,689.00			X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-2-b	ADA TP - Assembly Areas	\$ 4,483.00			X		
3-2-b	ADA TP - Camping (C)	\$ 8,596.00			X		
3-2-b	ADA TP - Outdoor - Constructed Features (C)	\$ 9,446.00			X		
3-2-b	ADA TP - Outdoor - Trails (C)	\$ -			X		
3-2-b	ADA TP - Outdoor Recreation Access Route	\$ 7,400.00			X		
3-2-b	ADA TP - Outdoor Recreation Access Routes (C)	\$ 7,400.00			X		
3-2-b	ADA TP - Parking - Off Street	\$ 4,767.00			X		
3-2-b	ADA TP - Plumbing Fixtures & Elements	\$ 2,978.50			X		
3-2-b	ADA TP - Reach Ranges	\$ -			X		
3-2-b	ADA TP - Shelters, Picnic Facilities (C)	\$ 2,368.00			X		
3-2-b	ADA TP - Toilet and Bathing Rooms	\$ -			X		
<b>3-2-c</b>	<b>Canyon Road Tennis Courts:</b>	<b>\$ 50,943.25</b>					
3-2-c	Wall ball court	TBD				X	
3-2-c	Replace benches at tennis court	\$ 8,000.00				X	
3-2-c	General maintenance on wood Wall and fencing fabric	TBD				X	
3-2-c	ADA TP - Accessible Routes	\$ 3,840.75				X	
3-2-c	ADA TP - Doors	\$ 3,062.50				X	
3-2-c	ADA TP - Park Site (C)	\$ 2,664.00				X	
3-2-c	ADA TP - Parking - Off Street	\$ 1,736.00				X	
3-2-c	ADA TP - Ramps (Not Curb Ramps)	\$ 31,640.00				X	
<b>3-2-c</b>	<b>Community Soccer Field:</b>	<b>\$ 165,000.00</b>					
3-2-c	Upgrades to playground	\$ 165,000.00				X	
<b>3-2-d</b>	<b>Grand Canyon Playlot:</b>	<b>\$ 98,599.10</b>					
3-2-d	Consider upgrades to the small shelter	TBD				X	
3-2-d	Directional signage to playlot	\$ 5,000.00				X	
3-2-d	Site ID signage	\$ 5,000.00				X	
3-2-d	Add another dog station at the east end	\$ 400.00				X	
3-2-d	ADA TP - Accessible Routes	\$ 17,149.10				X	
3-2-d	ADA TP - Play Area	\$ 71,050.00				X	
<b>3-2-e</b>	<b>Jeffery Playlot:</b>	<b>\$ 220,184.75</b>					
3-2-e	Site ID signage	\$ 10,000.00				X	
3-2-e	Upgrade the park playground	\$ 170,000.00				X	
3-2-e	ADA TP - Accessible Routes	\$ 34,990.75				X	
3-2-e	ADA TP - Park Site (C)	\$ 4,144.00				X	

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-2-e	ADA TP -Play Area	\$ 1,050.00				X	
3-2-e	ADA TP -Signs	\$ -				X	
<b>3-2-f</b>	<b>Loma Linda Park:</b>	<b>\$ 51,198.50</b>					
3-2-f	Consider site specific master plan for this site	\$ 20,000.00					X
3-2-f	Dog waste station	\$ 400.00					X
3-2-f	ADA TP - Accessible Routes	\$ 24,055.75					X
3-2-f	ADA TP - Curb Ramps	\$ 3,045.00					X
3-2-f	ADA TP - Parking - Off Street	\$ 1,589.00					X
3-2-f	ADA TP - Picnic Tables (C)	\$ 1,120.00					X
3-2-f	ADA TP - Play Area	\$ 988.75					X
<b>3-2-g</b>	<b>Mountain Meadow Playlot:</b>	<b>\$ 180,500.00</b>					
3-2-g	Site ID signage	\$ 5,000.00					X
3-2-g	Upgrade picnic tables to a county standard.	\$ 10,500.00					X
3-2-g	Upgrade playground and spring riders	\$ 165,000.00					X
<b>3-2-h</b>	<b>North Mesa Park:</b>	<b>\$ 817,824.80</b>					
3-2-h	Move restroom closer to playground	\$ 200,000.00					X
3-2-h	Standalone pickleball courts	\$ 200,000.00					X
3-2-h	Formalize and upgrade mud volleyball courts	\$ 39,000.00					X
3-2-h	Upgrades to the loop walk surfacing	\$ 12,000.00					X
3-2-h	Convert Jim Flint Field to synthetic turf	\$2.2 Mil					X
3-2-h	Reimagine or rebuild the bike park	TBD					X
3-2-h	Develop a Master Plan for the undeveloped area south of the stable	\$ 40,000.00					X
3-2-h	Add shade to playground	\$ 25,000.00					X
3-2-h	ADA TP - Accessible Routes	\$ 175,201.50					X
3-2-h	ADA TP - Assembly Areas	\$ 39,399.00					X
3-2-h	ADA TP - Doors	\$ 16,476.25					X
3-2-h	ADA TP - Drinking Fountains	\$ 6,351.25					X
3-2-h	ADA TP - Hazards	\$ 700.00					X
3-2-h	ADA TP - Outdoor - Constructed Features (C)	\$ 1,049.00					X
3-2-h	ADA TP - Outdoor - Trails (C)	\$ 36,146.50					X
3-2-h	ADA TP - Parking - Off Street	\$ 12,712.00					X
3-2-h	ADA TP - Picnic Tables (C)	\$ 1,120.00					X
3-2-h	ADA TP - Play Area	\$ 1,050.00					X
3-2-h	ADA TP - Plumbing Fixtures & Elements	\$ 2,534.00					X

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-2-h	ADA TP - Reach Ranges	\$ -					X
3-2-h	ADA TP - Room/Space (C)	\$ -					X
3-2-h	ADA TP - Signs	\$ 1,456.00					X
3-2-h	ADA TP - Toilet and Bathing Rooms	\$ 6,859.30					X
3-2-h	ADA TP - Trails	\$ 770.00					X
<b>3-2-i</b>	<b>North Mesa Sports Complex:</b>	<b>\$ 5,779,901.50</b>					
3-2-i	Convert Varsity Baseball Field to synthetic turf	\$ 2,900,000.00			X		
3-2-i	Consider upgrades to all diamond fields	\$ 2,100,000.00			X		
3-2-i	Upgrade bleachers	\$ 144,000.00			X		
3-2-i	Improve dugouts	\$ 210,000.00			X		
3-2-i	Improve the concession stand or convert to food truck pad	TBD			X		
3-2-i	Improve the screening at the Maintenance yard	\$ 11,250.00			X		
3-2-i	ADA TP - Accessible Routes	\$ 192,656.75			X		
3-2-i	ADA TP - Assembly Areas	\$ 5,392.50			X		
3-2-i	ADA TP - Clear Floor Space	\$ 2,772.00			X		
3-2-i	ADA TP - Dining, Bar and Work Surfaces	\$ 1,120.00			X		
3-2-i	ADA TP - Doors	\$ 5,453.00			X		
3-2-i	ADA TP - Hazards	\$ 700.00			X		
3-2-i	ADA TP - Kitchens, Kitchenettes, And Wet Bars	\$ 5,859.00			X		
3-2-i	ADA TP - Parking - Off Street	\$ 6,356.00			X		
3-2-i	ADA TP - Plumbing Fixtures & Elements	\$ 18,471.25			X		
3-2-i	ADA TP - Ramps (Not Curb Ramps)	\$ 120,820.00			X		
3-2-i	ADA TP - Reach Ranges	\$ 910.00			X		
3-2-i	ADA TP - Room/Space (C)	\$ 18,489.00			X		
3-2-i	ADA TP - Stairways	\$ 1,450.00			X		
3-2-i	ADA TP - Toilet and Bathing Rooms	\$ 34,202.00			X		
<b>3-2-j</b>	<b>Orange Street Playlot:</b>	<b>\$ 240,504.50</b>					
3-2-j	Consider playground upgrades	\$ 140,000.00			X		
3-2-j	Add a dog station	\$ 400.00			X		
3-2-j	Site ID signage	\$ 5,000.00			X		
3-2-j	ADA TP - Accessible Routes	\$ 24,754.50			X		
3-2-j	ADA TP - Play Area	\$ 70,350.00			X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
<b>3-2-k</b>	<b>Overlook Complex:</b>	<b>\$ 3,415,627.90</b>					
3-2-k	Consider converting Dara Jones soccer field to synthetic turf because of condition	\$ 2,400,000.00				X	
3-2-k	Consider converting some of the other fields to synthetic fields	TBD				X	
3-2-k	Consider shelter upgrades and deferred maintenance	TBD				X	
3-2-k	ADA TP - Accessible Routes	\$ 230,063.50				X	
3-2-k	ADA TP - Clear Floor Space	\$ 308.00				X	
3-2-k	ADA TP - Curb Ramps	\$ 1,015.00				X	
3-2-k	ADA TP - Doors	\$ 7,861.00				X	
3-2-k	ADA TP - Drinking Fountains	\$ 11,196.50				X	
3-2-k	ADA TP - Kitchens, Kitchenettes, And Wet Bars	-				X	
3-2-k	ADA TP - Outdoor - Constructed Features (C)	\$ 1,680.00				X	
3-2-k	ADA TP - Outdoor - Trails (C)	\$ 411,144.00				X	
3-2-k	ADA TP - Outdoor Recreation Access Route	\$ 888.00				X	
3-2-k	ADA TP - Park Site (C)	\$ 56,832.00				X	
3-2-k	ADA TP - Parking - Off Street	\$ 43,774.50				X	
3-2-k	ADA TP - Picnic Tables (C)	\$ 2,240.00				X	
3-2-k	ADA TP - Play Area	\$ 19,302.50				X	
3-2-k	ADA TP - Plumbing Fixtures & Elements	\$ 11,847.50				X	
3-2-k	ADA TP - Ramps (Not Curb Ramps)	\$ 133,770.00				X	
3-2-k	ADA TP - Reach Ranges	-				X	
3-2-k	ADA TP - Room/Space (C)	\$ 11,857.75				X	
3-2-k	ADA TP - Sales and Service Counters/Tables	\$ 1,099.00				X	
3-2-k	ADA TP - Shelters, Picnic Facilities (C)	\$ 20,720.00				X	
3-2-k	ADA TP - Signs	\$ 630.00				X	
3-2-k	ADA TP - Stairways	\$ 39,954.25				X	
3-2-k	ADA TP - Toilet and Bathing Rooms	\$ 9,094.40				X	
3-2-k	ADA TP - Viewing Areas (C)	\$ 350.00				X	
<b>3-2-l</b>	<b>Pine Street Playlot:</b>	<b>\$ 63,000.00</b>					
3-2-l	Improve trail access point and trail	TBD					X
3-2-l	Site ID signage	\$ 5,000.00					X
3-2-l	Improve or replace basketball court	\$ 47,500.00					X
3-2-l	Add accessible route	TBD					X
3-2-l	Consider more tables and seating	\$ 10,500.00					X

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
<b>3-2-m</b>	<b>Piñon Park:</b>	<b>\$ 395,138.25</b>					
3-2-m	Site ID signage	\$ 15,000.00		X			
3-2-m	Fix washouts at basketball	TBD		X			
3-2-m	Improve the playground – list of 1's	\$ 250,000.00		X			
3-2-m	Add small Community Center	TBD		X			
3-2-m	ADA TP - Accessible Routes	\$ 17,767.25		X			
3-2-m	ADA TP - Clear Floor Space	\$ 3,370.50		X			
3-2-m	ADA TP - Doors			X			
3-2-m	ADA TP - Dressing / Fitting / Locker Rooms	\$ 840.00		X			
3-2-m	ADA TP - Outdoor - Trails (C)	\$ 53,324.00		X			
3-2-m	ADA TP - Outdoor Recreation Access Routes (C)	\$ 1,925.00		X			
3-2-m	ADA TP - Park Site (C)	\$ 16,280.00		X			
3-2-m	ADA TP - Parking - Off Street	\$ 15,956.50		X			
3-2-m	ADA TP - Play Area	\$ 910.00		X			
3-2-m	ADA TP - Plumbing Fixtures & Elements	\$ 6,172.25		X			
3-2-m	ADA TP - Ramps (Not Curb Ramps)	\$ 3,710.00		X			
3-2-m	ADA TP - Reach Ranges	\$ 350.00		X			
3-2-m	ADA TP - Room/Space (C)	\$ 688.25		X			
3-2-m	ADA TP - Stairways	\$ 2,660.00		X			
3-2-m	ADA TP - Toilet and Bathing Rooms	\$ 3,874.50		X			
3-2-m	ADA TP - Trails	\$ 2,310.00		X			
<b>3-2-o</b>	<b>Ridgeway Playlot:</b>	<b>\$ 246,759.00</b>					
3-2-o	Improve the playground – list of 1's	\$ 165,000.00		X			
3-2-o	Access road and parking need paved	\$ 8,000.00		X			
3-2-o	Replace or remove old basketball court	\$ 47,500.00		X			
3-2-o	Site ID signage	\$ 10,000.00		X			
3-2-o	ADA TP - Accessible Routes	\$ 7,400.00		X			
3-2-o	ADA TP - Parking - Off Street	\$ 1,589.00		X			
3-2-o	ADA TP - Picnic Tables (C)	\$ 1,120.00		X			
3-2-o	ADA TP - Play Area	\$ 6,150.00		X			
<b>3-2-p</b>	<b>San Ildefonso Playlot:</b>	<b>\$ 274,434.75</b>					
3-2-p	Improve the playground – list of 1's	\$ 165,000.00				X	
3-2-p	Add tables and seating	\$ 14,000.00				X	
3-2-p	ADA TP- Accessible Routes	\$25,084.75				X	

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-2-p	ADA TP- Play Area	\$70,350.00				X	
<b>3-2-q</b>	<b>Urban Park:</b>	<b>\$ 618,548.15</b>					
3-2-q	Improve the playground	\$ 250,000.00				X	
3-2-q	Add tables and seating	\$ 21,000.00				X	
3-2-q	Improve the wall ball court or remove	TBD				X	
3-2-q	Consider improvements to basketball court surfacing	\$ 47,500.00				X	
3-2-q	Improve the volleyball court	\$ 13,000.00				X	
3-2-q	Improve bathrooms	TBD				X	
3-2-q	ADA TP - Accessible Routes	\$ 112,928.75				X	
3-2-q	ADA TP - Assembly Areas	\$ 2,500.00				X	
3-2-q	ADA TP - Doors					X	
3-2-q	ADA TP - Hazards	\$ 700.00				X	
3-2-q	ADA TP - Parking - Off Street	\$ 4,767.00				X	
3-2-q	ADA TP - Picnic Tables (C)	\$ 2,240.00				X	
3-2-q	ADA TP - Play Area	\$ 81,902.50				X	
3-2-q	ADA TP - Plumbing Fixtures & Elements	\$ 14,778.75				X	
3-2-q	ADA TP - Ramps (Not Curb Ramps)	\$ 40,565.00				X	
3-2-q	ADA TP - Reach Ranges					X	
3-2-q	ADA TP - Room/Space (C)	\$ 2,682.75				X	
3-2-q	ADA TP - Toilet and Bathing Rooms	\$ 23,983.40				X	
<b>3-2-r</b>	<b>Walnut Street Playlot:</b>	<b>\$ 163,868.50</b>					
3-2-r	Improve the playground	\$ 140,000.00				X	
3-2-r	Add tables and seating	\$ 7,000.00				X	
3-2-r	Site ID signage	\$ 5,000.00				X	
3-2-r	ADA TP - Accessible Routes	\$9,471.00				X	
3-2-r	ADA TP - Curb Ramps	\$1,487.50				X	
3-2-r	ADA TP - Play Area	\$910.00				X	
<b>3-2-s</b>	<b>Western Area Park:</b>	<b>\$ 802,171.00</b>					
3-2-s	Improve the playground	\$ 250,000.00					X
3-2-s	Add tables and seating	\$ 14,000.00					X
3-2-s	Add shade	\$ 25,000.00					X
3-2-s	Trash Receptacle	\$ 4,000.00					X
3-2-s	Dog waste station	\$ 800.00					X
3-2-s	Directional signage	\$ 10,000.00					X

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-2-s	Site ID signage	\$ 10,000.00					X
3-2-s	Improve basketball court	\$ 47,500.00					X
3-2-s	Complete the loop walk	\$ 9,250.00					X
3-2-s	Add restroom facility	\$ 150,000.00					X
3-2-s	ADA TP - Accessible Routes	\$259,648.50					X
3-2-s	ADA TP - Curb Ramps	\$6,982.50					X
3-2-s	ADA TP - Park Site (C)	\$11,840.00					X
3-2-s	ADA TP - Play Area	\$3,150.00					X
<b>3.3</b>	<b>Maintain and improve existing facilities / Continue to add and improve current projects and future facilities</b>						
<b>3-3-a</b>	<b>Update Trails and Open Space Framework Plan</b>	<b>\$ 120,000.00</b>			X		
3-3-a	Develop a Trails and Open Space Framework Plan that includes and inventory and rating of trails, develop trails and trailhead standards, develops wayfinding and signage, identifies improvements and creates a phasing and implementation strategy	\$ 120,000.00			X		
3-3-a	Partner with applicable organization (Forest Service, LANL, and National Park Service) to develop the Trails and Open Space Framework Plan				X		
<b>3-3-b</b>	<b>Consider additional space for pickleball</b>						
3-3-b	Assess need and potential locations for additional pickleball facilities				X		
<b>3-3-c</b>	<b>Barranca Mesa Park:</b>	<b>\$ 109,106.80</b>					
3-3-c	Make improvements to the shuffleboard court or remove	TBD			X		
3-3-c	Address grading and drainage issue that impacts the sidewalk	TBD			X		
3-3-c	Add Playground Shade	\$ 25,000.00			X		
3-3-c	ADA TP - Accessible Routes	\$ 14,974.75			X		
3-3-c	ADA TP - Clear Floor Space	\$ 308.00			X		
3-3-c	ADA TP - Doors	\$ 8,800.00			X		
3-3-c	ADA TP - Operable Parts	\$ 210.00			X		
3-3-c	ADA TP - Outdoor - Trails (C)	\$ 21,437.50			X		
3-3-c	ADA TP - Park Site (C)	\$ 3,848.00			X		
3-3-c	ADA TP - Parking - Off Street	\$ 1,589.00			X		
3-3-c	ADA TP - Play Area	\$ 1,050.00			X		
3-3-c	ADA TP - Plumbing Fixtures & Elements	\$ 6,816.25			X		
3-3-c	ADA TP - Reach Ranges	\$ -			X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-3-c	ADA TP - Room/Space (C)	\$ 1,221.50			X		
3-3-c	ADA TP - Toilet and Bathing Rooms	\$ 23,851.80			X		
<b>3-3-d</b>	<b>Canyon Rim Trail (East End):</b>	<b>\$ 139,428.00</b>					
3-3-d	Consider a passive node or overlook to get people off the trail while looking out into the canyon	TBD					X
3-3-d	ADA TP - Accessible Routes	\$ 8,088.25					X
3-3-d	ADA TP - Clear Floor Space	\$ 6,125.00					X
3-3-d	ADA TP - Curb Ramps	\$ 2,353.75					X
3-3-d	ADA TP - Doors	\$ -					X
3-3-d	ADA TP - Outdoor - Trails (C)	\$ 73,596.25					X
3-3-d	ADA TP - Outdoor Recreation Access Routes (C)	\$ 9,625.00					X
3-3-d	ADA TP - Parking - Off Street	\$ 7,861.00					X
3-3-d	ADA TP - Ramps (Not Curb Ramps)	\$ 20,195.00					X
3-3-d	ADA TP - Reach Ranges	\$ -					X
3-3-d	ADA TP - Signs	\$ 210.00					X
3-3-d	ADA TP - Toilet and Bathing Rooms	\$ 393.75					X
3-3-d	ADA TP - Trails	\$ 10,000.00					X
3-3-d	ADA TP - Viewing Areas (C)	\$ 980.00					X
<b>3-3-e</b>	<b>East Park:</b>	<b>\$ 172,613.25</b>					
3-3-e	Fill the playground, swings, and climbing structure areas with engineered wood fiber	\$ 14,000.00			X		
3-3-e	Resurface basketball court	\$ 4,600.00			X		
3-3-e	Provide general maintenance to miniature golf, replace edge pavers, and provide general cleanup	TBD			X		
3-3-e	ADA TP - Accessible Routes	\$ 46,643.25			X		
3-3-e	ADA TP - Clear Floor Space	\$ 3,062.50			X		
3-3-e	ADA TP - Doors	\$ -			X		
3-3-e	ADA TP - Drinking Fountains	\$ 604.00			X		
3-3-e	ADA TP - Hazards	\$ -			X		
3-3-e	ADA TP - Miniature Golf Facilities	\$ 4,375.00			X		
3-3-e	ADA TP - Outdoor - Trails (C)	\$ 888.00			X		
3-3-e	ADA TP - Parking - Off Street	\$ 3,452.75			X		
3-3-e	ADA TP - Play Area	\$ 86,670.00			X		
3-3-e	ADA TP - Plumbing Fixtures & Elements	\$ 6,438.25			X		
3-3-e	ADA TP - Reach Ranges	\$ -			X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-3-e	ADA TP - Toilet and Bathing Rooms	\$ 1,879.50			X		
<b>3-3-f</b>	<b>Guaje Pine Cemetery:</b>	<b>\$ 132,593.35</b>					
3-3-f	Site ID signage	\$ 5,000.00					X
3-3-f	Create master plan for cemetery expansion	\$ 40,000.00					X
3-3-f	ADA TP - Accessible Routes	\$ 82,453.35					X
3-3-f	ADA TP - Curb Ramps	\$ 3,045.00					X
3-3-f	ADA TP - Doors	\$ -					X
3-3-f	ADA TP - Parking - Off Street	\$ 1,589.00					X
3-3-f	ADA TP - Reach Ranges	\$ -					X
3-3-f	ADA TP - Signs	\$ 506.00					X
<b>3-3-g</b>	<b>Los Pueblos Park:</b>	<b>\$ 21,480.00</b>					
3-3-g	Consider site specific master plan for this site	\$ 20,000.00				X	
3-3-g	Accessible Routes	\$1,480.00				X	
<b>3-3-h</b>	<b>Main Gate Park:</b>	<b>\$ 74,276.05</b>					
3-3-h	Consider site improvements to improve design and ambiance	TBD					X
3-3-h	Evaluate site management	TBD					X
3-3-h	Add tables and seating	\$ 14,000.00					X
3-3-h	Add grills	\$ 1,500.00					X
3-3-h	ADA TP - Accessible Routes	\$ 10,763.75					X
3-3-h	ADA TP - Clear Floor Space	\$ 6,125.00					X
3-3-h	ADA TP - Curb Ramps	\$ 2,030.00					X
3-3-h	ADA TP - Doors	\$ 96.25					X
3-3-h	ADA TP - Outdoor - Constructed Features (C)	\$ 3,158.75					X
3-3-h	ADA TP - Parking - Off Street	\$ 1,589.00					X
3-3-h	ADA TP - Picnic Tables (C)	\$ 1,120.00					X
3-3-h	ADA TP - Plumbing Fixtures & Elements	\$ 9,026.50					X
3-3-h	ADA TP - Reach Ranges	\$ 700.00					X
3-3-h	ADA TP - Shelters, Picnic Facilities (C)	\$ -					X
3-3-h	ADA TP - Signs	\$ -					X
3-3-h	ADA TP - Toilet and Bathing Rooms	\$ 24,166.80					X
<b>3-3-i</b>	<b>Myrtle Street Pickleball Courts:</b>	<b>\$ 203,447.50</b>					
3-3-i	Consider stand-alone pickleball courts	\$ 200,000.00			X		
3-3-i	ADA TP - Accessible Routes	\$3,351.25			X		
3-3-i	ADA TP - Doors	\$96.25			X		
<b>3-3-j</b>	<b>Myrtle Street Green:</b>	<b>\$ 72,000.00</b>					

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-3-j	Consider completing the loop walk	\$ 41,000.00					X
3-3-j	Add additional components such as fitness equipment to increase service	\$ 31,000.00					X
<b>3-3-k</b>	<b>Nina Marsh Tennis Court:</b>	<b>\$ 119,949.75</b>					
3-3-k	Site ID signage	\$ 5,000.00					X
3-3-k	Add tables and seating	\$ 14,000.00					X
3-3-k	ADA TP - Accessible Routes	\$ 6,510.00					X
3-3-k	ADA TP - Gates	\$ 350.00					X
3-3-k	ADA TP - Outdoor - Trails (C)	\$ 88,800.00					X
3-3-k	ADA TP - Stairways	\$ 5,289.75					X
<b>3-3-l</b>	<b>North Mesa Stables:</b>						
3-3-l	Consider plantings or screening wall to improve outside appearance of the facility	TBD		X			
3-3-l	Improve equestrian trail access	TBD		X			
<b>3-3-m</b>	<b>Oppenheimer Green:</b>	<b>\$ 23,176.00</b>					
3-3-m	Add tables and seating	\$ 14,000.00					X
3-3-m	Consider adding small components to increase service in area	TBD					X
3-3-m	ADA TP - Accessible Routes	\$ 9,176.00					X
<b>3-3-n</b>	<b>Library Outdoor Classroom:</b>						
3-3-n	Create Library Outdoor Classroom	TBD				X	
<b>3-3-o</b>	<b>Ice Rink:</b>	<b>\$ 173,195.50</b>					
3-3-o	Conduct Operational Feasibility Study	\$ 50,000.00			X		
3-3-o	ADA TP - Accessible Routes	\$ 6,340.25			X		
3-3-o	ADA TP - Doors	\$ 22,389.50			X		
3-3-o	ADA TP - Dressing / Fitting / Locker Rooms	\$ 7,980.00			X		
3-3-o	ADA TP - Parking - Off Street	\$ 51,208.50			X		
3-3-o	ADA TP - Picnic Tables (C)	\$ 2,240.00			X		
3-3-o	ADA TP - Plumbing Fixtures & Elements	\$ 5,794.25			X		
3-3-o	ADA TP - Protruding Object				X		
3-3-o	ADA TP - Ramps (Not Curb Ramps)	\$ 14,980.00			X		
3-3-o	ADA TP - Reach Ranges				X		
3-3-o	ADA TP - Room/Space (C)	\$ 4,090.25			X		
3-3-o	ADA TP - Sales and Service Counters/Tables	\$ 1,099.00			X		
3-3-o	ADA TP - Stairways	\$ 5,446.25			X		
3-3-o	ADA TP - Toilet and Bathing Rooms	\$ 1,627.50			X		

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
<b>3-3-p</b>	<b>Mesa Valley Library:</b>						
3-3-p	Conduct an acoustic sound study	\$15,000 - \$45,000			X		
<b>3.4</b>	<b>Upgrade outdated amenities that do not function well</b>						
3-4-a	Develop design standards for site furnishings (e.g. tables, benches, trash receptacle etc.)	Staff Time			X		
3-4-b	Develop standards for lights and lighting strategies				X		
3-4-c	Develop standards for shelters				X		
3-4-d	Develop standards for playground surfacing and playground curbing	Staff Time			X		
3-4-e	Develop standards for landscaping, tree care, and maintenance that respond to changing climate conditions to be included in a Design and Maintenance Manual	Staff Time			X		
3-4-f	Address parking lots that are in poor condition	N/A				X	
3-4-g	Improve turf/grass conditions across system	N/A					X
3-4-h	Evaluate and review restrooms for year around use				X		
3-4-j	Evaluate pavilion use in County				X		
<b>3.5</b>	<b>Improve bicycle and pedestrian connectivity</b>						
3-5-a	Implement recommendations from Bicycle Transportation Plan: - Making connections to recreational trails, recreation centers short term - Urban Bike Park/High Priority Corridor - Extension of the Canyon Rim Trail Phase 3 - Extension of Canada del Buey Multi-use trail to Overlook Park - Enhanced neighborhood connections - Trail improvements from Piedra Loop to Sherwood Blvd - White Rock Canyon Rim Trail improvements - Overlook Park Multi-use trail improvements and connections - Additional trail crossings at designated locations	N/A		X			
<b>3.6</b>	<b>Preserve open space, historical, cultural resources</b>						
3-6-a	Continue to review the County Development Code and the intersection of off-street facilities, trails, and park paths	Staff Time		X			
3-6-b	Maintain the use of trails as the main resource for residents and visitors to access most open space lands	Staff Time			X		
3-6-c	Improve or enhance vistas, some of which are or may be located within existing parks or properties	N/A				X	
3-6-d	Enhance trails and open space to meet the needs of the community and visitors	N/A		X			

Short-term (up to 3 years) 2023-2025, Mid-term (4-6 years) 2026-2028, (7-10 years) 2029 - 2031, Ongoing (length of the plan and beyond)

Project Information		Planning Level Cost		Priority			
#	Project Description	Capital Cost	Operational Budget	Ongoing	Short	Mid Term	Long
3-6-e	Prioritize trail access, diverse uses, and connectivity	N/A			X		
3-6-f	Expansion of the Canyon Rim Trail as a paved multi-use trail had wide support including a similar type of experience desired in White Rock	N/A		X			
<b>3.7</b>	<b>Improve restroom availability &amp; maintenance in parks, at trailheads, and County facilities</b>						
3-7-a	Add restrooms, keep open longer, elevate cleaning standards	N/A		X			
3-7-b	Consider installing a restroom closer to playground at North Mesa Park	N/A					X
3-7-c	Identify locations in county facilities to add gender neutral bathroom facilities	N/A					X

# Appendix

## GRASP® Glossary

*Buffer:* see catchment area

*Catchment area:* a circular map overlay that radiates outward in all directions from a component and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a LOS assessment

*Component:* an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

*Geo-Referenced Amenities Standards Process® (GRASP®):* a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a LOS assessment

*GRASP® Level of service (LOS):* the extent to which a recreation system provides community access to recreational assets and amenities

*GRASP®-IT audit tool:* an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool has been used nationwide in more than 125 park systems inventories.

*Low-score component:* a component given a GRASP® score of “1” or “0” as it fails to meet expectations

*Low-service or Lower-service area:* an area that has some GRASP® LOS but falls below the minimum standard threshold for the overall LOS

*Modifier:* a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

*No-service area:* an area with no GRASP® LOS

*Perspective:* a perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

*Radius:* see catchment area

*Recreational trail:* a recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

*Service area:* all or part of a catchment area ascribed a particular GRASP® score that reflects the LOS provided by a specific recreational asset, a set of assets, or an entire recreation system

*Target or Threshold:* a minimum LOS standard typically determined based on community expectations

*Trail:* any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

*Trail network:* a trail network is a functional and connected part of a trail system. Different networks are separated from other trail networks by missing trail connections or barriers such as roadways, rivers, or railroad tracks.

*Trail system:* all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

*Transportation trail:* a hard-surface trail, such as a sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another City utility department.

## GRASP® Components and Definitions

GRASP® Outdoor Component List	
Component	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. Type is specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A swimming pool intended for swimming laps.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero-depth entry, slides, play and spray features.
Aquatics, Spray Pad	A play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.
Batting Cage	A stand-alone facility with pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use may be constructed of concrete, wood, or compacted earth. Includes pump tracks, velodrome, and skills courses.
Camping, Defined	<u>Defined</u> campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Allows users to stay overnight outdoors in <u>undefined</u> sites and receives a quantity of one for each park or location.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Allows users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of food, drinks, goods, and services to the public.

<b>GRASP® Outdoor Component List</b>	
<b>Component</b>	<b>Definition</b>
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location that are suitable for tournaments.
Diamond Field, Practice	An open or grassy area is used to practice diamond sports and is distinguished from a ballfield. Does not lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features provide an educational, cultural, or historical experience. They are distinguished from public art by the presence of interpretive signs or other information. Assign a quantity of one for each contiguous site.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Area	Features intended for personal fitness activities. Fitness areas are groupings of equipment in immediate proximity.
Fitness Course	Features intended for personal fitness activities are typically located along a path or trail. A course receives a quantity of one for each complete grouping of fitness equipment.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.

<b>GRASP® Outdoor Component List</b>	
<b>Component</b>	<b>Definition</b>
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Historic Feature	A site designated to commemorate an event, person, or place of local, statewide or national significance.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location. They are suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. It may be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park includes seating areas, plazas, overlooks, and not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.

<b>GRASP® Outdoor Component List</b>	
<b>Component</b>	<b>Definition</b>
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. These parks generally do not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location. A complex is suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A ramada, shade shelter, or pavilion large enough to accommodate a group picnic or other event for a minimum of 16 seated. Address lack of seating in scoring.
Shelter, Small	A ramada, shade shelter, or pavilion large enough to accommodate a family picnic or other event for approximately 4-16 persons with seating for a minimum of 4. Covered benches are included in comfort and convenience scoring and should not be included here.
Skate Feature	A small or single feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.

<b>GRASP® Outdoor Component List</b>	
<b>Component</b>	<b>Definition</b>
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	A court that is suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail Access Point	A point of connection to a trail or trail system, without amenities generally associated with a trailhead.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	An unpaved path is located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway trails for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with handball and racquetball—the type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including the quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point of fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.

<b>GRASP® Outdoor Component List</b>	
<b>Component</b>	<b>Definition</b>
Winter Sport	An area designated for a winter sport or activity. For example, a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

## GRASP® (Geo-Referenced Amenities Standards Program)

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. A methodology for determining the LOS is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. The trademarked name for the composite-values methodology process is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

This methodology records each park component's geographic location, quantity, and capacity. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist. Combining and analyzing each component's composite value makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on "relevant components," collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the GRASP® study.

### Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user's expectations of recreational features. Beyond the quality and functionality of components, however, GRASP® LOS analysis considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following example figures:

**Figure 39: GRASP® examples**



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for comfort, convenience, and ambient qualities. These qualities include the availability of restrooms, drinking water, shade, scenery. These modifier values then enhance or amplify component scores at any given location.

This Inventory Atlas consists of the GIS data displayed by location on an aerial photograph. The consultant team compiled GIS information collected during the site visit, including all GIS data

and staff input. An accompanying data sheet for each site lists modifier and component scores and observations and comments.

Analyzing the existing parks, open space, trails, and recreation systems determines how they serve the public. LOS defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility.

*Design and Ambiance* – Simple observation proves that places that “feel” right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing its components' degree of service.

*Comfort and Convenience* – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.

*Location* – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

*Quality* – The service provided by anything, whether a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

*Condition* – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

## Inventory Methods and Process

The planning team's detailed GIS inventory first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation helps to ensure it serves its intended function, noting any parts needing refurbishment, replacement, or removal.

The following information was collected during site visits:

- Component type and geo-location
- Component functionality

- Assessment scoring is based on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
  - 1 = Below Expectations
  - 2 = Meets Expectations
  - 3 = Exceeds Expectations
- Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood (N Score), and second, its value to the greater community (C Score). The score is on a scale of 0 – 3, with 0 meaning nonfunctioning, 1 being below expectations, 2 meeting expectations, and 3 exceeding expectations.
  - Neighborhood Score:
    - Each component was evaluated from the perspective of a nearby resident.
    - High-scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood.
    - Low-scoring components may have limited access to residents such as locked gates, have nuisance features such as sports lighting, or draw large crowds for which parking is not provided.
  - Community Score:
    - Components were evaluated from residents' perspectives in the greater community.
    - High-scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are in areas that are accessible only by car.
    - An example of low-scoring components may be when a park's components are limited to only Homeowners Association residents
- Site modifiers
  - In addition to standard components, the inventory also evaluates features that provide comfort and convenience to the users.
  - These are things that a user might not go to the parks specifically to use but are things that enhance the user's experience by making it a nicer place to be.
  - Modifiers encourage people to stay longer and enjoy the components more fully.
  - The presence of features such as drinking water, shade, seating, and restrooms in proximity to a component increases the component's value.

- These features are scored as described above with the 0 – 3 system.
  - Scoring focuses on service to the user rather than the quantity
- Site design and ambiance
- Site photos
- General comments

Table 34: Parks Matrix

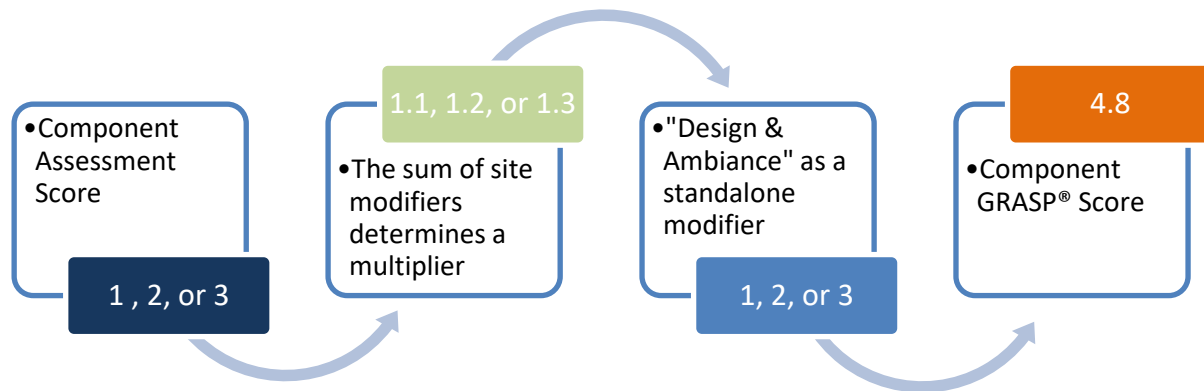
LOCATION	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Camping, Defined	Climbing, Designated	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Disc Golf	Dog Park	Educational Experience	Equestrian Facility	Event Space	Game Court	Garden, Community	Garden, Display	Golf	Golf, Miniature	Golf, Practice	Historic Feature	Ice Hockey	Loop Walk	Natural Area	Open Turf	Other	Passive Node	Pickleball Court	Picnic Ground	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trail Access Point	Trailhead	Volleyball Court	Wall Ball Court	Water Access, Developed	Water Feature	Water, Open	GIS Acres										
37TH STREET PLAYLOT																							1																						1.3										
ANCESTRAL RUINS												1									1				1																							1.0							
ASHLEY POND											1			1											1				1																			5.9							
BARRANCA MESA PARK			1												1										1				1		1																	5.4							
BAYO CANYON TRAILHEAD																																																2	146.3						
CAMP MAY				1										1										1																								1	26.9						
CANYON RIM TRAIL																								1																								1	36.5						
CANYON ROAD TENNIS COURTS																																																	2	1.7					
COMMUNITY SOCCER FIELD					1			1																					1		1																		1.4						
DEER TRAP TRAILHEAD																								1																									1	88.7					
EAST PARK		1									1								1						1				2																				1	4.3					
FIRE FIGHTER PARK TOT LOT																													1																					1	0.4				
FULLER LODGE HISTORIC GROUNDS												1													1					1																				1	2.9				
GOLF COURSE																		1	1					1																										2	164.3				
GUAJE PINES CEMETERY																					1																													1	8.7				
ICE RINK						1																																												1	2.4				
KINNIKINNIK PARK																								1						1																				1	4.4				
LOMA LINDA PARK																								1						1																					1	9.9			
LOS PUEBLOS PARK																																																					2.3		
MAIN GATE PARK				1																																															2	1.2			
MESA LIBRARY SKATE PARK																																																			1	1.3			
MITCHELL TRAILHEAD																								1																												1	90.3		
MYRTLE STREET PICKLEBALL COURTS																																																			2	0.2			
MYRTLE STREET GREEN																									1																											1	1.5		
NINA MARSH TENNIS COURT																								1																											1	0.2			
NORTH MESA COMMUNITY GARDEN																	1																																			1	0.5		
NORTH MESA PARK											1																		4	1	2																				1	74.6			
NORTH MESA PICNIC GROUNDS										1														1		1																										2	16.9		
NORTH MESA RV STORAGE																										1																											1	1.8	
NORTH MESA SPORTS COMPLEX						1	6	1																																														1	21.3
NORTH MESA STABLES														2	1																																					2	55.7		
OPPENHEIMER GREEN																									1																												1	0.3	



## GRASP® Score

Each park or recreation location and all on-site components have been assigned a GRASP® Score. The resulting scores reflect the overall value of that site. A basic algorithm calculates scoring totals, accounting for components and modifiers, every park and facility in the inventory. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas.

**Figure 40: GRASP® Score Calculation Illustration**



## Catchment Areas

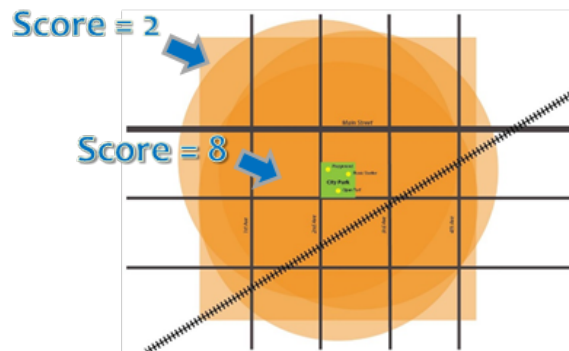
Catchment areas also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

## Perspectives

Maps and data produced using the GRASP® methodology are known as perspectives—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in various ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services.

Mapping service areas for multiple components on a map produces a heat map representing the cumulative LOS provided by that set of elements in a geographic area. On a map, darker orange shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets. Figure 41 provides an example.

Figure 41: Example of GRASP® LOS



### More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the LOS throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to understand a recreation system. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired LOS for a location should depend on the type of service, the place's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower levels of service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

### Brief History of LOS Analysis

To help standardize parks and recreation planning, many P&R professionals look for ways to benchmark and provide “national standards.” These standards might include how many acres, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time guideline ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called “Recreation, Park and Open Space Standards and Guidelines,” published by the NRPA. In this publication, Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population” (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an “average LOS” should be. Organizations such as NRPA and the American Academy for Park and Recreation Administration have focused on accreditation standards for agencies. These standards have been less directed toward outcomes and performance and more on planning, organizational structure, and

management processes. The popularly referred to as “NRPA standards” for LOS, as such, do not exist.

It is critical to realize that the above standards can be valuable when referenced as “norms” for capacity but not necessarily as the target standards for which a community should strive. Each agency is different, and the criteria above do not address many factors. For example:

Does “developed acreage” include golf courses”? What about indoor and passive facilities?

What are the standards for skateparks? Ice arenas? Public art? Etc.?

What if it’s an urban land-locked community? What if it’s a small town surrounded by open federal lands?

What about quality and condition? What if there are many ballfields, but they are not maintained?

## Making Justifiable Decisions

GRASP<sup>®</sup> stores all data generated from the evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components’ replacement. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The methods provide accurate LOS and facility inventory information and integrate with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP<sup>®</sup> allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

### Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a “1.” Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the LOS is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

- I. Determine why the component is functioning below expectations.
  - a. Was it poorly conceived in the first place?
  - b. Is it something that was not needed?
  - c. Is it the wrong size, type, or configuration?
  - d. Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?

- e. Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
  - f. Has it been damaged?
  - g. Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
  - h. Does the component score low because it is not available to the public in a way that meets expectations?
  - i. Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical significance.
- II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:
- a. Suppose the need for that type of element in its current location still exists. In that case, the feature should be repaired or replaced to match its original condition as much as possible.
  - b. If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current requirements.
  - c. If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
  - d. Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.
- III. Through ongoing public input and as needs and trends evolve, there may be the identification of new demands for existing parks. Suppose there is no room in an existing location for unique needs. In that case, the decision may include removal or repurposing a current component, even if it is functional.
- a. As tennis' popularity declined and demand for courts dropped off in some communities over recent decades, functional courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.

- b. One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced. By combining the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses, in time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and dog owners have other preferences. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.

## LOS Improvements

### Addressing Lower and No-Service Areas

One way of using GRASP® Perspectives is to prioritize gap areas. For example, the walkable access analysis identified several regions with low or no service.

Future growth or subdivision development may significantly impact future gap areas. Further investigations of these areas can help prioritize improvements and opportunities. LAC may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

### Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to help assure the upgrade or improvements of components affected by wear and tear over time.

### Addressing Low-Scoring Components

Low-scoring components are found in the following table:

Table 35: Low-Scoring Components

Map ID	PARK/LOCATION	COMPONENT	QUANTITY	NEIGHBORHOOD	COMMUNITY	COMMENTS
				SCORE	SCORE	
C123	RIDGEWAY TOT LOT	Basketball Court	1	0	0	No goals
C110	WESTERN AREA PARK	Basketball, Practice	1	1	1	Small unlevel pad
C163	PINE STREET PLAYLOT	Basketball, Practice	1	1	1	Very rough surface
C021	CAMP MAY	Camping, Defined	1	1	1	Tent camping. Visited virtually
C160	COMMUNITY SOCCER FIELD	Climbing, Designated	1	1	1	Small kids climbing structure
C066	OVERLOOK COMPLEX	Diamond Field	4	1	1	Full size, turf issues
C067	OVERLOOK COMPLEX	Diamond Field	1	1	1	Youth field, turf issues
C121	NORTH MESA SPORTS COMPLEX	Diamond Field	1	1	1	Largest field, used for high school ball. Rough turf
C139	NORTH MESA SPORTS COMPLEX	Diamond Field	3	1	1	Smaller diamonds. Rough turf
C141	OVERLOOK COMPLEX	Diamond Field	3	1	1	Two full size, one youth, lit, turf issues
C198	NORTH MESA SPORTS COMPLEX	Diamond Field	1	1	1	JV baseball field. Rough turf
C221	NORTH MESA SPORTS COMPLEX	Diamond Field	1	1	1	Girls softball
C130	WHITE ROCK RV PARK	Dog Park	1	1	1	Very small fence pet relief area
C024	CAMP MAY	Event Space	1	1	1	Outdoor classroom. Visited virtually
C167	BARRANCA MESA PARK	Game Court	1	1	1	No paint and rough surfacing
C112	WESTERN AREA PARK	Loop Walk	1	1	1	Loop is incomplete around playground
C190	NORTH MESA PARK	Loop Walk	1	1	1	Old degrading asphalt
C022	CAMP MAY	Natural Area	1	1	1	Woodlands. Visited virtually
C146	URBAN PARK	Other	1	1	1	What is this? Raised gravel bed
C219	MYRTLE STREET PICKLEBALL COURTS	Pickleball Court	2	1	1	Pickleball overlays
C220	NORTH MESA PARK	Pickleball Court	4	1	1	Pickleball overlays on tennis courts
C006	37TH STREET PLAYLOT	Playground, Local	1	1	1	Minimal
C025	COMMUNITY SOCCER FIELD	Playground, Local	1	1	1	Minimal set
C040	GRAND CANYON PLAYLOT	Playground, Local	1	1	1	Old and on sand
C043	JEFFREY PLAYLOT	Playground, Local	1	1	1	Smaller playset
C047	LOMA LINDA PARK	Playground, Local	1	1	1	Oddly placed
C049	MOUNTAIN MEADOW PARK	Playground, Local	1	1	1	Minimal playset
C065	ORANGE STREET PLAYLOT	Playground, Local	1	1	1	Minimal and old
C078	PINON PARK	Playground, Local	1	1	1	Older fading set on
C086	RIDGEWAY TOT LOT	Playground, Local	1	1	1	Minimal
C095	SAN ILDEFONSO PLAYLOT	Playground, Local	1	1	1	Dinosaur playset, on sand.
C103	URBAN PARK	Playground, Local	1	1	1	Sand surface
C105	WALNUT STREET PLAYLOT	Playground, Local	1	1	1	Minimal
C111	WESTERN AREA PARK	Playground, Local	1	1	1	Minimal on EWF
C174	OVERLOOK COMPLEX	Rectangular Field, Large	1	1	1	Poor turf, Dara Jones field
C023	CAMP MAY	Shelter, Large	1	1	1	Older. Visited virtually
C041	GRAND CANYON PLAYLOT	Shelter, Small	1	1	1	Minimal
C079	PINON PARK	Skate Park	1	1	1	Above ground modular with some surface issues.
C050	53. Mountain Meadows-Chamisa Trail Access Point	Trail Access Point	1	1	1	Not designated
C188	32. School Canyon Trail Access Point	Trail Access Point	1	1	1	No signage

Map ID	PARK/LOCATION	COMPONENT	QUANTITY	NEIGHBORHOOD SCORE	COMMUNITY SCORE	COMMENTS
C020	36. Camp May Trailhead	Trailhead	1	1	1	Visited virtually
C096	URBAN PARK	Volleyball Court	1	1	1	Sand with wall along west side
C194	NORTH MESA PARK	Volleyball Court	3	1	1	Mud
C102	URBAN PARK	Wall Ball Court	2	1	1	Concrete wall on pad
C124	CANYON ROAD TENNIS COURTS	Wall Ball Court	1	1	1	Aged

## Booster Components

Another way to enhance service is by adding booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional features.

## High-Demand Components

The statistically valid survey asks respondents to rank facilities by importance based on those they felt needed to add or improve. Many of these needs may be addressed by upgrading facilities, retrofitting lesser-used assets, and adding components that could serve as future program opportunities. Consider these high-demand components when adding new elements to the system.

## Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
  - Los Alamos has four dog parks at East Park, North Mesa Park, and Overlook Park. White Rock RV Park has a small off-leash area.
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
  - There are two skate parks: Mesa Library Skate Park and Pinon Park. The Pinon Park location scored low.
- A desire for locally grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
  - North Mesa Community Garden is located in Los Alamos.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
  - Event spaces were identified at Ashley Pond, Camp May, and North Mesa Stables as part of the equestrian arena.

- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
  - A spray pad is located at Pinon Park.
- Pickleball as a sport is growing in popularity. Many agencies are facing demand for new courts or conversion of existing sport courts such as tennis or basketball to pickleball courts. Often overlays of court lines and portable nets can add multi-functionality to these existing and underutilized courts. In other cases, larger, multi-court facilities have been added to address demand.
  - Pickleball courts are found at Myrtle Street Pickleball Courts and North Mesa Park.
- New playgrounds are emerging, including discovery, nature, adventure, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.