

Fiscal Year (FY) 2025 Management Action Plans

Goals	Priorities	No.	Objectives	Lead	Status
1. Quality Governance					
<p>Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to present and future needs of stakeholders.</p>	1.1 Communication and Engagement				
	<p><i>Inform, engage, and solicit feedback from the community and boards and commissions on County projects, policies, and priorities to promote a culture of open communication and collaboration and foster exceptional customer service.</i></p>	1.1a	increase followers and subscribers to County social media and newsletter platforms by 10% annually	CMO	Active
		1.1b	report Los Alamos Now ap analytics monthly; collect customer feedback and identify areas for expanding and/or improving the ap usage	DPU	Active
		1.1c	execute National Community Survey Fall 2024	CMO	Pending
		1.1d	review website posted content monthly, calendars weekly, and keep information current	CMO	Active
		1.1e	complete and post on website Public Information and Involvement Plans for active projects and initiatives; review and update monthly	CMO	Active
		1.1f	hold six townhalls annually for Council discussion topics or projects and track attendance	CMO	Active
		1.1g	assess and propose monthly or annual County-wide reports that can be regularly posted on the County's sunshine page by July 1, 2024	ASD	Pending
		1.1h	feature one new topic monthly on "Have Your Say" website public feedback forum	CMO	Active
		1.1i	increase use of short video productions and podcasts to 10 annually	CMO	Active
	1.2 Intergovernmental, Tribal, and Regional Relations				
	<p><i>Collaborate and problem-solve with the County's major employers; community partner organizations; neighboring Pueblos; and regional, state, and national governmental entities.</i></p>	1.2a	identify local and regional projects for the Progress Through Partnering program annually	CMO	Active
		1.2b	coordinate, encourage and identify opportunities to implement and participate in regional, housing and transportation planning and construction projects	CDD	Active
		1.2c	build and maintain strong relationships and frequent communications with LANL, NNSA, DOE-EM, and their major contractors	CMO	Active
		1.2d	monitor state and federal legislation of interest to the County and promote the approved state and federal priorities each session	CMO	Active
1.2e		schedule annual meetings with neighboring Tribal Councils to coordinate on topics of mutual interest; send invitations to participate in community events and attend Tribal events	CMO	Active	

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<i>Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to present and future needs of stakeholders</i>	1.3 Fiscal Stewardship				
	<i>Maintain fiscal sustainability, transparency, and compliance with applicable budgetary and financial regulatory standards.</i>	1.3a	ensure that the annual audit is submitted to the Office of the State Auditor by December 1st and proper internal controls are in place each fiscal year to prevent audit findings	ASD	Active
		1.3b	apply for favorable grant opportunities and maintain compliance with the funding requirements; track grant award amounts received annually	ASD	Active
		1.3c	review financial policies encompassed in the budget document in 2024 for any recommended reserve requirement changes related to our long range financial plan by March 2024, maintain compliance with operational financial controls, and update the travel, investment and debt management policies by December 2024	ASD	Active
		1.3d	report competitive procurements and contracts monthly as either complete or in-progress and track average duration time from request to completion	ASD	Active
		1.3e	make timely re-payments of debt and present a long-term financial plan annually to Council that maintains favorable bond ratings and debt management	ASD	Active

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2. Operational Excellence					
<p><i>Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve.</i></p>	2.1 Effective, Efficient, and Reliable Services				
	<p><i>Deliver customer-focused, accessible, reliable, and sustainable services to the community through sound financial management, collaborative decision-making, and efficient implementation.</i></p>	2.1a	complete the Chapter 16 Development Code update remaining clean-up items by July 2024	CDD	Active
		2.1b	support the work of the Nuisance Code Implementation Review (NCIR) task force regarding 2022 Chapter 18 code update by December 2024	CDD	Active
		2.1c	enhance cyber security end user awareness and upgrade network security systems to minimize risks of attack	ASD	Active
		2.1d	update department performance metrics to be included in the website performance dashboard Budget Book by March 2024	ASD	Active
		2.1e	implement efficient technology solutions for improved asset management that meet the needs of the various departments by December 2024	ASD	Active
		2.1f	complete update to land use and building permit guides (including checklists) for residential and commercial contractors and developers	CDD	Active
	2.2 Infrastructure Asset Management				
	<p><i>Evaluate the County's assets and infrastructure and prioritize funding to first maintain and protect those investments and second to inform new investments.</i></p>	2.2a	generate and publish technology maintenance and replacement schedules first quarter annually	ASD	Active
		2.2b	use recommendations from the multi-use trail and Integrated Master Plan, ADA Audit and Transition Plan for asset maintenance and replacement to improve seven facilities by December 2024	CSD	Active
		2.2c	implement 2024 scheduled Gas, Electric, Water and Sewer utility planned asset upgrades, replacement and major maintenance	DPU	Active
		2.2d	utilize right-of-way design and complete street plans and policies to implement 2024 scheduled Road and Street planned asset upgrades, replacement and major maintenance	PW	Active
		2.2e	utilize Facility Condition Assessment and adopted policies to implement 2024 scheduled Facilities planned asset upgrades, replacement and major maintenance	PW	Active
		2.2f	implement 2024 Fleet vehicle and equipment replacement and maintenance plans and schedules	PW	Active

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<i>Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve.</i>	2.3 Employee Recruitment and Retention				
	<i>Attract and employ diverse and highly qualified staff; retain staff through development opportunities, compensation, and benefits; and promote staff to address increasingly complex challenges.</i>	2.3a	reduce quantity and duration of vacant positions and report statistics quarterly	CMO	Active
		2.3b	update salary plan based on 2023 Market Study to offer market competitive incentives for hard to fill positions by July 2024	CMO	Complete
		2.3c	expand and customize recruitment outreach to reach high quality candidates and track average number of applicants received per recruitment quarterly	CMO	Active
		2.3d	provide convenient and timely access to effective staff mandatory training and report compliance quarterly	CMO	Active
		2.3e	grow participation in Leadership Academy and the mentoring program by 10% in 2024	CMO	Active
		2.3f	issue employee survey Summer 2024	CMO	Pending
		2.3g	review and update County's policies related to travel and training, cell phones, leave etc. to stay flexible with the market conditions by Summer 2024	ASD	Active

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3. Economic Vitality					
<i>Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.</i>	3.1 Housing				
	<i>Increase the capacity for new housing development and the amount and variety of housing types to meet the needs of a changing and growing population, particularly middle- and lower-income households.</i>	3.1a	continue to implement the Home Renewal and Home Buyer programs and report use statistics annually	CDD	Active
		3.1b	update the Affordable Housing Plan by December 2024	CDD	Active
		3.1c	solicit partnership opportunities that will produce new workforce, senior and/or student housing unit residential or mixed-use developments for the 20th Street and DP Road (A-8-a) properties	CDD	Active
		3.1d	support the public schools in evaluating their land for potential workforce housing and mixed-use development opportunities with a priority focus on North Mesa property	CDD	Active
	3.2 Local Business				
	<i>Encourage the retention of existing businesses, facilitate the startup of new businesses, and assist in opportunities for business growth.</i>	3.2a	distribute ARPA funds to eligible local businesses and complete award of funds by September 2024	CDD	Active
		3.2b	construct DP Road and utility infrastructure project in 2024	PW	Active
		3.2c	engage with local business owners and connect business needs with potential funding opportunities and support	CDD	Active
		3.2d	engage, support and provide opportunities for concessionaires on county-owned property	CDD	Active
	3.3 Downtown Revitalization				
	<i>Revitalize the downtown areas of Los Alamos and White Rock by facilitating development opportunities in accordance with the downtown master plans.</i>	3.3a	Update sign code	CDD	Pending
		3.3b	support redevelopment with the White Rock Metropolitan Redevelopment Area (MRA) through Private Public Partnerships and public infrastructure development	CDD	Active
		3.3c	design and construct Deacon Street project in coordination with adjacent property redevelopment	CDD	On Hold
		3.3d	encourage redevelopment of vacant or underutilized properties in accordance with the Downtown Master Plans and 2022 adopted Development Code	CDD	Active
	3.4 Tourism and Special Events				
	<i>Sponsor special events, support major employer and community events, and promote tourism by enhancing amenities, utilizing facilities and contract services, and encouraging overnight stays.</i>	3.4a	make progress implementing the Tourism Plan - specifically wayfinding and White Rock Visitor Center improvements	CDD	Active
		3.4b	promote the Fuller Lodge Historic District and walking tour (public) access long-term to the Manhattan Project National Historical Park Sites	CDD	Active
		3.4c	increase camping and ski tourism by constructing a new water line to the Pajarito Mountain in 2025	DPU	Active
		3.4d	partner and support ongoing annual and new seasonal events such as ScienceFest, summer concert series and recreation tournaments	CSD	Active
3.4e		install wayfinding signs	CDD	Active	

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<i>Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.</i>	3.5 Community Broadband				
	<i>Provide community broadband as a basic essential service that will enable reliable high-speed internet services throughout the County at competitive pricing.</i>	3.5a	issue a procurement seeking an open access fiber to the home network operator and implementation partner	CMO	Complete
		3.5b	complete selection and agreement with a Community Broadband Network design/build/operate partner by August 2024	CMO	Active
3.5c		pursue "middle mile" second fiber line for high-speed broadband network	CMO	Active	

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4. Quality of Life					
<p><i>Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.</i></p>	4.1 Health, Wellbeing, and Social Services				
	<p><i>Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and promote wellbeing in the region.</i></p>	4.1a	complete comprehensive Community Health Plan by October 2024	CSD	Active
		4.1b	procure and implement a closed loop referral system for social services with initial baseline date by July 2024.	CSD	Active
		4.1c	issue and manage social service contracts for a wide variety of community social, physical and mental health needs	CSD	Active
		4.1d	distribute ARPA funds to income eligible residents	CSD	Complete
		4.1e	update the Emergency Response Plan and Continued	PD	Complete
		4.1f	provide support for physical and emotional safe options for youth (Hawk Hangout and prevention programs)	CSD	Active
	4.2 Diversity, Equity, and Inclusivity				
	<p><i>Promote diversity, equity, and inclusivity through community awareness training, targeted events, and expanded opportunities for diverse interests.</i></p>	4.2a	establish a working group to evaluate and consider operational and community-wide DEI related education programs and in coordination with LAPS	CMO	Pending
		4.2b	Develop four to six new events or programs for a diverse and accessible community by July 2025	CSD	Active
		4.2c	implement and document progress made on ADA improvements to County facilities and programs	CSD	Active
		4.3d	continue organizational membership in Governmental Alliance on Race and Equity	CMO	Active
		4.3e	add staff training offerings included: Transgender Cultural Fluency and Working with our Pueblo Neighbors	CMO	Active
	4.3 Mobility				
	<p><i>Improve and expand access to, and all-ability accommodations for, alternative modes of travel including public transit, cycling, and walking amenities and services.</i></p>	4.3a	update Transit Master Plan to evaluate route efficiency and micro transit	PW	Complete
		4.3b	increase transit ridership	PW	Active
		4.3c	expand transit service - weekends	PW	Pending
		4.3d	design a centrally located downtown Townsite transit hub	PW	Active
		4.3e	complete designs and construction of the Urban Trail and Canyon Rim Trail in 2023/2024	PW	Active
		4.3f	incorporate complete street concepts into right-of-way design projects in support of multi-modal transportation options	PW	Active
		4.3g	evaluate and consider design and locations connector "nodes" from natural paths/trails into the non-motorized transportation paths	PW	Active

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<p>Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.</p>	4.4 Educational, Historical, and Cultural Amenities				
	<p>Promote educational and cultural opportunities, in coordination with community partners, and provide for the preservation and restoration of historic buildings and the protection of archaeological sites.</p>	4.4a	renovate to preserve the Woman's Army Corp building for use and interpretation by the Manhattan Project National Historical Park	PW	Active
		4.4b	preserve the Baker House as an important asset within the Fuller Lodge National Register Historic District and consider options for public access and use	CDD	On Hold
		4.4c	evaluate, renew and continue the variety of literacy, arts and cultural programs offered by the libraries (review and add or modify at least three programs in FY25)	CSD	Active
		4.4d	partner with public schools on supplemental programming opportunities - for example Police Department's Safety Town and the Libraries' literacy programs	CSD	Active
		4.4e	support maintaining and enhancing the historic walking tours	CDD	Active
		4.4f	develop a County owned historic property inventory assessment and master plan (budget option)	CDD	Pending
		4.4g	evaluate and determine a baseline level for print and digital media items by December 2024.	CSD	Active
		4.4h	survey the community to determine if library collections are meeting the needs of the community	CSD	Active
	4.5 Open Space, Parks, and Recreation				
	<p>Manage County open space and maintain and improve parks and recreation facilities, trails, and amenities as defined by adopted plans and approved projects.</p>	4.5a	update open space and trail maintenance plan by December 2024	CSD	Active
		4.5b	Perform self-assessment of the CSD against the standards established by the Commission for Accreditation of Parks and Recreation Agencies with the desire to become accredited in October 2024	CSD	Active
		4.5c	execute projects funded in the CIP or small parks project programs	CSD	Active
	4.6 Public Safety				
	<p>Ensure overall community safety through proactive and sustained implementation of police, fire, hazard mitigation, and emergency response plans.</p>	4.6a	maintain low crime rates	PD	Active
		4.6b	offer crime prevention programs	PD	Active
		4.6c	maintain adequate fire response time objective	FD	Active
		4.6d	update emergency response plans and communication	PD	Complete
		4.6e	hold emergency response trainings and exercises	PD	Active

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5. Environmental Stewardship					
<i>Environmental stewardship is the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices in coordination with community and organizational partners.</i>	5.1 Natural Resource Protection				
	<i>Take actions to protect the wildlife and wildland interface, safeguard water, and mitigate tree loss in the community.</i>	5.1a	continue fire mitigation outreach, education, and prevention through contracted partnerships and implementation of the Wildland Protection Plan	FD	Active
		5.1b	continue evaluation and making improvements to the bear-proof carts and dumpster program	PW	Active
		5.1c	continue and expand 50 tree replacements annually on County parks and recreation facilities in coordination with arborist recommendations	CSD	Active
		5.1d	implement Bee City and draught tolerant landscaping improvements on County property	CSD	Active
	5.2 Greenhouse Gas Reduction				
	<i>Establish targets for achieving net-zero greenhouse gas emissions and integrate sustainability and resiliency practices into County policies and operations.</i>	5.2a	complete the Greenhouse Gas Inventory and Climate Action Plan in fall 2024	CMO	Active
		5.2b	consider more stringent energy efficiency and greenhouse gas reduction building codes	CDD	Pending
		5.2c	design and build a food waste composting facility	PW	Active
		5.2d	consider a green purchasing policy	CMO	Pending
		5.2e	review and update County's policies on sustainable building design and fleet replacement	CMO	Pending
		5.2f	expand community education and outreach	CMO	Pending
	5.3 Carbon-Neutral Energy Supply				
	<i>Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing, and phase out natural gas supply by 2070 through energy-efficient, all-electric buildings.</i>	5.3a	implementation of carbon neutral power purchase agreements - DPU goal is to have a carbon neutral energy supply by 2040	DPU	Active
		5.3b	promote targeted energy conservation programs	DPU	Active
		5.3c	incorporate County facility energy efficiency improvements and into CIP and MFM funded projects	PW	Active
	5.4 Water Conservation				
	<i>Reduce potable water use and increase non-potable water use and water harvesting for irrigation where suitable.</i>	5.4a	promote smart metering capabilities and early detection of possible water leaks	DPU	Active
		5.4b	offer water conservation educational materials and trainings for customers - DPU goal is a 12% water use reduction by 2030 (2020 baseline)	DPU	Active
		5.4c	complete new White Rock wastewater treatment facility for higher quality (1A) effluent water and expanded use for sports field and playfield irrigation	DPU	Active
	5.5 Waste Management				
<i>Manage waste responsibly by diversion of solid waste from landfills through recycling, re-use, composting, and waste reduction programs and zero-waste education campaigns; and pursue efficient long-term solutions for disposal of solid waste.</i>	5.5a	increase waste diversion rates from the landfill	PW	Active	
	5.5b	partner for sustainable management of construction waste	PW	Active	
	5.5c	promote safe disposal of household hazardous waste	PW	Active	
	5.5d	promote waste reduction and recycling opportunities	PW	Active	
	5.5e	implement food waste composting facilities and program	PW	Pending	