



# County of Los Alamos

Los Alamos, NM 87544  
www.losalamosnm.us

## Agenda - Final County Council - Special Session

*Randall Ryti, Council Chair; Denise Derkacs, Vice-Chair; David Izraelevitz; David Reagor; Sara Scott, and Sean Williams, Councilors*

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Tuesday, January 11, 2022

6:00 PM

Council Chambers - 1000 Central Avenue  
**TELEvised**

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1. **OPENING/ROLL CALL**

2. **PLEDGE OF ALLEGIANCE**

3. **PUBLIC COMMENT**

*This section of the agenda is reserved for comments from the public on items that are not otherwise included in this agenda.*

4. **APPROVAL OF AGENDA**

5. **BUSINESS**

A. [15366-22](#) Action to Suspend Council Rules

**Presenters:** County Council - Regular Session

B. [15335-22](#) Discussion and Possible Action on the Process for Filling the Councilor Vacancy.

**Presenters:** County Council - Special Session

**Attachments:** [A - Portion of Council Procedural Rules Oct 2021](#)

C. [15282-22](#) 2022 Strategic Priorities Discussion

**Presenters:** County Council - Special Session

**Attachments:**[A - 2021 Strategic Leadership Plan](#)[B - December 2021 MAPs Update - Draft](#)[C - State of the County Report dated January 4, 2022](#)[D - CIP Fund Long - Draft Range Projection](#)[E - Draft Communication Plan - to be reviewed at a future Council meeting](#)[F - Broadband](#)[G - The NCS Community Livability Report Los Alamos County 2020](#)**6. PUBLIC COMMENT****7. ADJOURNMENT**

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact the County Human Resources Division at 662-8040 at least one week prior to the meeting or as soon as possible. Public documents, including the agenda and minutes can be provided in various accessible formats. Please contact the personnel in the Office of the County Manager at 663-1750 if a summary or other type of accessible format is needed.

**NOTE: This meeting is in person and open to the public. However, for convenience, the following Zoom meeting link and/or telephone call in numbers may be used for public viewing and participation:**

**<https://us06web.zoom.us/j/86379958681>**

**Or Telephone:**

**Dial(for higher quality, dial a number based on your current location):**

**US: +1 720 707 2699 or +1 253 215 8782 or +1 346 248 7799 or +1 646 558 8656  
or +1 301 715 8592 or +1 312 626 6799**

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# County of Los Alamos

## Staff Report

January 11, 2022

Los Alamos, NM 87544  
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**Agenda No.:** A.

**Index (Council Goals):**

**Presenters:** County Council - Regular Session

**Legislative File:** 15366-22

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### **Title**

Action to Suspend Council Rules

### **Recommended Action**

**I move that Council suspend their procedural rules at this meeting, January 11, 2021, so that formal action may be taken.**

### **Body**

The 2021 Los Alamos County Council Procedural Rules stipulate that for Work Sessions:

"...Council meetings designated as work sessions shall be held for the primary purpose of discussing issues at length with staff in an informal setting without taking formal action except for required procedural actions such as approving minutes from a prior council meeting, or adopting a statement for inclusion in the minutes regarding a closed session..."

By taking the action to waive these procedural rules, Council may then take action on certain items listed on tonight's agenda.



# County of Los Alamos

## Staff Report

January 11, 2022

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**Agenda No.:** B.

**Index (Council Goals):** \* 2021 Council Goal - N/A

**Presenters:** County Council - Special Session

**Legislative File:** 15335-22

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### Title

Discussion and Possible Action on the Process for Filling the Councilor Vacancy.

### Recommended Action

**I move that Council approve the process for development of the interview questions as stated: \_\_\_\_\_.**

### Body

Councilor James Robinson submitted a letter of resignation effective January 1, 2022. According to the County Charter, Section 200.4: "When a vacancy occurs in the Council, the remaining Councilors shall appoint a qualified person to fill it for the remainder of the unexpired term. If the vacancy occurs within ninety (90) calendar days prior to the expiration of the term, no such appointment shall be made."

At the January 4, 2022 Council meeting, Council approved the procedure for filling the vacancy which is shown in Attachment A. Part of the procedure is to develop and approve interview questions. For that item, the Council Procedural Rules state: "When the recruiting process is complete, the County Council will appoint a committee to develop a set of interview questions specific to the elected office and that appropriately demonstrates the applicants' skills, knowledge and interest in the position; they may also address issues relevant to the Community. The draft set of interview questions will be reviewed, discussed and agreed on by Council in the public meeting prior to initiating the interview process." This item is to clarify how the interview questions will be developed and approve that process and schedule.

The Council Chair has proposed the following clarification to the interview question development process:

1. The Chair will appoint a subcommittee to develop interview questions
2. The subcommittee will prepare draft interview questions
3. The draft questions will be included as an attachment in the 1/25/22 Council agenda packet
4. As a preliminary step to the interview process at the 1/25/22 Council meeting, Council will review, amend if desired, and approve the interview questions.
5. Finalized questions will be printed and handed to each applicant and emailed to any applicant participating through zoom prior to the interview.

### Attachments

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A - Portion of Council Procedural Rules Oct 2021

## **Attachment C**

### **Los Alamos County Council Appointment Process for**

#### **Selection of Elected Officials**

1. When there is a vacancy in the office of an elected official, the County Council will solicit letters of interest and applications from the public.
2. When the recruiting process is complete, the County Council will appoint a committee to develop a set of interview questions specific to the elected office and that appropriately demonstrates the applicants' skills, knowledge and interest in the position; they may also address issues relevant to the Community. The draft set of interview questions will be reviewed, discussed and agreed on by Council in the public meeting prior to initiating the interview process.
3. The County Council will then schedule a public interview and decision process at an upcoming council meeting.
4. At the appointed Council meeting, the applicants will attend and present their application to the Council using the following process:
  - Each applicant will make a three minute statement to share their interest and qualifications for the office.
  - Applicants will then answer interview questions from the County Council. Each applicant will answer each question. Questions will be prepared in advance. Follow up questions are allowed if further clarification is needed.
  - There will be an opportunity for public comment after applicants have made their statements and answered questions. Public comment is limited to three minutes per citizen.
  - After public comment, the Council will take a roll call vote.
  - The applicant with the most votes will be appointed to fill the vacancy.
  - In order to be selected, an applicant must receive a minimum of 4 votes. If no applicant receives 4 votes after the first roll call vote, the applicant with the fewest votes will be eliminated and the Council will take additional roll call votes until a final selection is made.



# County of Los Alamos

## Staff Report

January 11, 2022

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**Agenda No.:** C.

**Index (Council Goals):**

**Presenters:** County Council - Special Session

**Legislative File:** 15282-22

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### Title

2022 Strategic Priorities Discussion

### Recommended Action

This item is for discussion only, any potential adoption of priorities is anticipated to occur at a subsequent meeting.

### Body

The County Council meets annually to discuss the prior year's accomplishments and to establish strategic priorities for the subsequent calendar year. This evening's meeting is intended to accomplish these tasks. Based on direction from the Council Chair, tonight's discussion will begin with a brief review of progress towards last year's Strategic Leadership Plan (Attachment A); then a high level consideration of this plan regarding any potential additions/deletions to the 2021 plan in order to create the Strategic Leadership Plan for 2022; and then finally a review of each FY 2022 proposed Strategic Priority to clarify the intended outcomes and consider any refinements. Once the strategic priorities for the upcoming year are identified and discussed, staff will take this information and incorporate it into the prior year's plan in order to create the FY 2022 plan, and this updated draft plan will be brought back to Council for final discussion and potential approval at a subsequent meeting.

There is the potential for a variety of issues to be identified during the discussion, however it is anticipated that some of the potential topics for this evening's discussion may include:

- \* currently budgeted capital expenditures as well as potential projects to be considered during the upcoming budget cycle
- \* communications with the public
- \* enhancing broadband access

For each of these listed items, supporting information has been provided in the Attachments D through F.

In addition, a copy of the most recent community survey is included as Attachment G to provide context for the County's planning efforts going forward.

### Alternatives

Council could choose to not consider any alterations to its current priorities in the Strategic Leadership Plan.

### Fiscal and Staff Impact

Given that the direction will not be known until this meeting occurs, there are no known fiscal/staff

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impacts. It is anticipated that this discussion will be used as input to the County's budget preparation activities, however, any decisions regarding the allocation of funds is not expected to occur until our planned budget hearings in April.

**Attachments**

A - 2021 Strategic Leadership Plan

B - December 2021 MAPs Update - Draft

C - State of the County Report dated January 4, 2022

D - CIP Fund - draft long-range projection - from the Nov. 9, 2021 Council meeting discussion

E - Draft Communication Plan - to be reviewed at a future Council meeting

F - Broadband - current status

G - The NCS Community Livability Report Los Alamos County 2021

# 2021

STRATEGIC LEADERSHIP PLAN

L  S A L A M  S



# Vision

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





In January, 2021, the Los Alamos County Council, County staff and community members identified 7 strategic priorities and four cross-cutting goals; these were subsequently adopted on January 26, 2021. These priorities and goals address challenging issues important to the community that Council agrees to make progress on in the coming year; they will support and help enable multiple other initiatives currently underway. This does not mean that the County will only work on and invest in these priorities, they are a tool to help assure that in the context of all of the ongoing County efforts, a focus on a few high-level, important but challenging issues is maintained.

For each of these priorities, concrete actions for addressing them will be identified. Additionally, multiple mechanisms will be used to promote engagement with the community to clearly and more broadly communicate what the priorities are and elicit ideas and creative solutions for making progress. The status of the priorities will be reviewed and reported on regularly; a high-level summary of progress made toward the 2020 strategic priorities is provided in the State of the County Annual Report, January 14, 2021.

**Enhancing quality of life, economic vitality, environmental sustainability, and racial equity and inclusivity are overarching goals that will be components of all our efforts as we coordinate with Los Alamos National Laboratory and regional partners and plan for appropriate levels of County services.**



## Priority Areas

### Enhancing communication.

Enhancing communication with the public to promote transparency and strengthen trust in County government.

### Increasing the amount and types of housing options.

This includes increasing the variety of housing options for all segments of the community, from affordable to new options for those interested in downsizing or moving closer to central areas of the community, and pursuing opportunities for utilization of vacant spaces to address these needs.

### 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.

### Enhancing support and opportunities for the local business environment.

This includes appropriately supporting existing businesses, growing new businesses, supporting technology start-ups and spin-offs, and identifying opportunities for utilizing vacant space as a part of these efforts.

### Supporting social services improvement.

Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of County support could help address current needs.

### Improving access to high quality broadband.

Enabling reliable high-speed broadband service throughout the county by determining appropriate investments (e.g., conduct a community needs analysis, evaluate technical options).

### 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.

As noted, establishing these priorities is intended to help maintain focus on issues important to the community and support and help enable multiple ongoing initiatives important to the future of our community. These initiatives have benefitted from significant public involvement, time, and expertise and it is essential that we continue to work on:

Implementing the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth.

Implementing the 2018 Tourism Strategic Plan. Utilizing the recommendations of the Community Development Advisory Board.

Addressing issues noted in the 2018 State of Health in Los Alamos.

Pursuing key goals described in 2019 Los Alamos County Economic Vitality Plan.

Communicating and partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high-quality educational opportunities in the community.

Collaborating with Los Alamos National Laboratory as the area's #1 employer.

Responding to the COVID-19 pandemic through support to the Los Alamos County Pandemic and Point of Distribution Plans, close engagement and communication with local and state organizations, identification of appropriate county investments, and clear communication with the public.

Integrating work towards the Department of Public Utilities Strategic Goals with activities in support of the County's strategic priorities will be essential for achieving desired outcomes effectively and efficiently.

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<b>Create a communication process that provides measurable improvement in citizen trust in government</b>	Seek opportunities to better articulate to the public Council's identification of policies and goals	The County continues to promote the Council's goals and priorities through a variety of communication methods, including E-newsletters, Facebook, Instagram, NextDoor and discussions during Council regular sessions and budget hearings. The Management Action Plan sets objectives for each goal and progress is tracked throughout the year.	CMO	On Going
	Update the 2015 Communication Plan with Council input specific to citizen trust and metrics	Staff will present a draft Communication Plan to Council, anticipated February 2021, with a focus on expanding communication efforts to improve trust with the public. The Plan is anticipated to be completed in March 2022 with implementation shortly thereafter.	CMO	Jul-05
	Update and launch new website	Contract negotiations between the selected vendor and the County have been extremely difficult. As a result, a tentative kick off date for the website design is anticipated to occur at the beginning of the fiscal year. Migration to the new website would follow in the fall, subsequent training of web users would occur during the winter with a new website launch by Spring of 2023.	CMO	2023
	Expand use of social media to strengthen outreach and enhance communication, especially with the younger generation	The number of followers on the main County Facebook page increased by 3% with 5,920 followers in January 2022, as compared to 5,737 in March 2021. Use of NextDoor social media increased by 14% with 3,591 followers in January 2022, as compared to 3,139 members last March 2021. Presently, the County's Instagram site has 1,549 followers. Per the draft January 2022 Communication Plan, CPR staff will begin drafting a more robust Social Media policy to replace the County's Facebook policy. The new policy will incorporate additional social media platforms to expand one-to-one and one-to-many engagements with the public. CPR plans to have a draft policy finalized by March/April timeframe of 2022.	CMO	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Create a communication process that provides measurable improvement in citizen trust in government	Communication, transparency and feedback	CPR schedules daily posts on Facebook, Instagram and NextDoor to engage citizens. County Project Information and Involvement Plans (PIIP) are posted online under the Public Relations web page and department project pages. Proposed in the draft January 2022 Communication Plan, the CPR staff will work with the various County Departments' communication staff to jointly coordinate communications to proactively inform and disclose information through various communication channels and look for opportunities to solicit feedback.	CMO	On Going
Increasing the amount and types of housing options	Continue to implement Home Renewal and Home Buyer programs	Eight applications were approved for the Home Renewal Program and 3 loans were approved for the Home Buyer Program.	CDD	On Going
	New Housing Development: Be responsive to potential partnerships that will produce new housing units in the County	The Hill apartment complex on former DOE site south of Trinity began construction on 149 market rate rental units expected to be completed by the end of 2022. A Canyon Rd. parcel owned by the Visiting Nurses was sold to a private developer to construct approximately 100 rental units. The developer is expected to submit for rezoning and site plan in 2022. Ponderosa Estates announced in 2020 that they will add 49 homes to its subdivision. The schedule for development is still to be determined.	CDD	On Going
	Enhance commercial property maintenance code enforcement standard	The update to Chapter 18 is underway with recommendations going to Council in 2022. During 2021, CDD issued a total of 563 courtesy letters, 51 of which proceeded to a Notice of Violation, none of which resulted in a court citation.	CDD	2022

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Increasing the amount and types of housing options	New Housing Development: Produce new housing units for seniors, workforce, and families as part of the A-19 Development	The mixed-use portion of the Mirador development, just west of the White Rock Visitor Center that will include 60 units of multi-family rental units, went through site plan approval, and is expected to begin construction in late 2022.	CDD	2023
	Market County-owned parcels for workforce and senior housing	Canyon Walk Apartments by Bethel (DP Rd near Fire Training Tower) has reached near completion and is expected to begin leasing up with tenants by February 2022. Construction of "The Bluffs" on DOE Parcel A-8 on DP Rd began (64 senior affordable rental units) and is scheduled to be completed by early 2023.	CDD	2023
	Explore the possible use of School land east of the Middle School for housing	The County and LAPS signed an MOA in 2021 to define the housing project and explore potential next steps. An RFP for a financial feasibility study was issued and the contract for services will be awarded in early 2022 with an estimated completion date in late summer of 2022.	CMO	2022
	Pursue land trust options for affordable housing	This item is being explored as part of the North Mesa project. <i>Cross-cutting impacts: Business Environment; Social Services.</i>	CDD	HOLD
	Support the work of the Land Use Committee	The Land Use Committee, comprised of Councilors and Staff, meets monthly. In Fall 2020, they directed the issuance of an RFP for two County-owned parcels on Trinity Dr to be sold to interested developers. Pet Pangaea, LLC purchased from the County 3661 and 3689 Trinity Dr in January for a pet store with four apartments to be built on top of the store. Cross-cutting impacts: Business Environment; Infrastructure; Open Space, Recreational, and Cultural Amenities Long-term Vacancies.	CMO Council	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Implement design and construction of projects funded thru CIP, MFM & legislative capital outlay appropriations.	Construction of the Leisure Lagoon at the Aquatic Center is near completion; design of improvements and historic registration of the WAC building is underway; and a joint session of Council and the School Board is scheduled in early 2022 to further explore scope, development process and site locations of Community Gyms at North Mesa and White Rock, New Tennis Courts, and a Tween Center. Roof replacements at the Aquatic Center and Airport are complete and design of a new canopy at the Fuller Lodge Art Center entrance and renovations at the Little Theater are currently underway. A contract for log and window restoration at Fuller Lodge is near completion and work is expected to start in Spring 2022. With Council's recent direction for site improvements at the Golf Course, projects will be developed in a phased approach.	PW	2022
	Review fee policies for land/open space usage	Determine current space maintenance capabilities, issues, and the sustainability of current approach to maintenance and utilization of County resources every five years. Process has begun on the development of a CSD Integrated Master Plan to be completed in October 2022. Review was completed and staff presented information on their findings to the Council. Final review and adoption of a new fee policies for County Land and Facilities was completed in August 2021.	CSD	Complete

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Support the development of Pajarito Mountain through public-private partnership and investment	The County pursued a bike flow trail option through Los Alamos Canyon this year with DOE/LANL and the request was denied. However, LANL/DOE is amenable to pursuing single “day use” events under a special permit or provision. This option will be explored in 2022. Los Alamos County continues to support the request for a potable water line to be installed along Camp May Rd to Pajarito Mountain for fire suppression and snow making capability. Mountain Capital Partners (MCP) have facilitated with the USFS the required Environment Assessment for the project, which is the first step in this process. The Environmental Assessment is out for public comment with the Forest Service and a recommendation should be received by February 2022. DPU is still working with MCP on the ultimate scope of the project and where the division of operation and maintenance of this new water system should occur for the waterlines, storage tanks and pump houses. Project rebranded as Pueblo Canyon Trail Conceptual Master Plan. Council allocated up to \$50,000 for this project. Consultant was under contract in November 21, expected Conceptual Plan in late Spring of 2022.	CSD Utilities	2022
	Expand the Canyon Rim Trail	Construction of the Canyon Rim Trail was substantially complete and open to the public in November 2021 installation of park benches is pending delivery early 2022 with a ribbon cutting to follow. The County Attorney’s Office has completed legal documents for acquisition of easements on the Phase 3 portion of the Canyon Rim Trail between Knecht and 15th Street with final design and bidding to follow once easements are acquired.	PW	2023
	Enhance Open Space opportunities to appeal to a variety of users	Open Space crews have been conducting inspections of the family friendly hike and bike trails, to ensure that they are in optimal use status, now that the COVID pandemic surge is ending, better weather is approaching, and more families are getting outside to use these trails. In addition, four new kiosks will replace former kiosks at trailheads beginning in April 2021, with improved maps. New kiosk and maps installed in December 2021.	CSD	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Enhancing support and opportunities for the local and small business environment	Support the health and success of technology incubators	Several management action plan items addressed housing and economic development support to achieve this goal. They encompass housing, quality of life, identifying space options, and continuing to engage to determine key needs/options for addressing. Cross-cutting impacts: Infrastructure.	CDD	On Going
Enhancing support and opportunities for the local and small business environment	Perform economic development prospecting to include targeted marketing events	Staff continues to connect with local and regional partners as allowed during the pandemic.	CDD	On Going
	Encourage further development of the Trinity Site	The County continues to discuss project opportunities with potential developers. The County maintains the option to become the developer as part of the Trinity Site agreement with Kroger; CDD Staff has recently re-engaged with Kroger representatives to find opportunities to develop these pad sites.	CMO CDD	On Going
	Enhance the development of compact, high-quality mixed-use pedestrian districts in downtown Los Alamos and White Rock	The Marriott site plans for the lot on 20th St. are approved by P&Z, however, the project is delayed due to increased construction costs associated with the pandemic. A request from the developer to extend the completion date was rejected by Council. The Downtown Master Plans for Los Alamos and White Rock were approved by Council in 2021 which will help guide further development decisions. Work on the update to Chapter 16 should be completed at the end of 2022. In addition, Council approved moving forward with the designation of a Metropolitan Redevelopment Area in the White Rock town center.	CMO CDD	2022
	Advertise directly to site selectors and new business/employee prospects	The Economic Development Administrator continues to work with prospective developers and property owners.	CDD	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<b>Enhancing support and opportunities for the local and small business environment</b>	Support workforce development and LANL suppliers	The County funding of the Regional Development Corporation (RDC)/Regional Economic Development Initiative (REDI) supports workforce development efforts and supplier growth. REDI now receives funding from Triad LLC, which allows the County to decrease its supplemental funding.	CMO	On Going
	Significantly improve the quantity and quality of retail business	Los Alamos Public Schools' Credit Union completed its new building and park at 1010 Central.	CMO	On Going
	Encourage the retention of existing businesses and assist in their opportunities for growth	Council approved staff to proceed with the Metropolitan Redevelopment Act to assist in redeveloping White Rock. The RFP for this process is drafted and will be issued for the project to proceed in 2022.	CMO	On Going
	Support spin-off business opportunities from LANL	Staff is supporting UbiQD in expanding their existing laboratory space.	CMO	On Going
	Market two County-owned parcels on Trinity Drive to potential developers	In November, the County released an RFP for two parcels on the south side of Trinity Drive, near the LA Medical Center, to solicit interest for new development. Pet Pangaea successfully bid and was awarded land and is in the process of finalizing its site plan design.	CMO	Complete

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<b>Enhancing support and opportunities for the local and small business environment</b>	Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants	Since 2016, CDD has implemented 58 new processes and policies to streamline its processes. In 2021, 785 residential building permits were issued, and 97 commercial permits were issued. CDD renewed its accreditation with the International Code Council, after going through an audit and independent review of processes and procedures.	CDD	On Going
	Work with contractors and public through interactive, informal presentations and open house formats to better explain building codes/processes	Due to COVID, these meetings have been paused and will resume when circumstances allow.	CDD	3rd Qtr 2022
	Implement Tourism Plan (Council directed item)	The Tourism Implementation Task Force continues to meet on the first Wednesday of each month on Zoom. The wayfinding project is currently in the bid process and should be awarded and move forward in the next year.	CMO	2022
	Continue to promote the brand to market the County	Re-starting in-person meetings of the Discoveries Action Team will be addressed post-pandemic. As much as possible, events continue to be held outdoors or in a hybrid format, and outreach continues with branded initiatives to keep interest high in Los Alamos as a tourism destination in the future. Branding training sessions are available online for employees or contractors working with the brand.	CMO	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<b>Enhancing support and opportunities for the local and small business environment</b>	Create entry point for visitors to Los Alamos	Signage for the Los Alamos Main Gate Park (describing the park's history and another for the false façade) was completed and installed. Brochures for visitors are available 24/7 as the result of new display and brochure holders. Other plans to improve the park, such as repaving and landscaping, await funding.	CMO	2022
	Enhance the Historic District Walking Tour	Signage and walking tour materials are being updated for a consistent look/theme, and to update the tour and to include new assets. The new tour includes 17 stops as well as 4 new off-site locations. All signs will include historic photos and updated information. Installation will be complete by May 2022.	CMO	2022
	Manage commercial growth well following an updated, concise Development Code that is consistent with the Comprehensive Plan	The Downtown Master Plans for the townsite and White Rock were approved by County Council in 2021. Module 1 of 3 of the development code was completed in 2021. The complete draft of the new development code is expected to be presented to council by the end of 2022.	CDD	2022
	Expand ScienceFest, the County's signature event	2021 Science Fest was a hybrid event in July 2021. Approximately 4,000 attendees participated in-person, with another 1,200 tuning in for the Facebook livestreams. While overall attendance increased from 2020's virtual event, it was still down from the 2019 in-person attendance numbers.	CMO CSD PW	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<b>Enhancing support and opportunities for the local and small business environment</b>	Continue to promote Historic District and gaining tour (public) access long term to the Manhattan Project National Historical Park Sites	Fuller Lodge – The County partnered with the Historical Society for a second NPS grant (\$10,000) to 1) complete an historic hotel room upstairs, and 2) re-purpose the main display in the lobby to serve as orientation to the lodge. The historic hotel room, and the main lobby display were completed in 2021. Tours of the MPNHP LANL Sites were suspended due to the COVID 19 pandemic. An RFP to hire a consultant to evaluate the WAC Building was completed. Planning and public outreach began in Fall 2021 to determine a path forward for use of the WAC building as part of the history of Los Alamos. A conceptual designs will be presented to the County Council in 2022.	CMO	On Going
	Invest in infrastructure for “Middle DP Rd” with appropriate planning and public outreach	FY21 funds in the amount of \$4.5M were approved by Council for roadway and utility infrastructure improvements on DP Road from the Bluffs site east to the road terminus at the TA-21 gate. On June 3, 2021, a public meeting was held in conjunction with the monthly meeting of the Transportation Board to present the project and obtain input. With consideration of public input received, design is progressing with 60 percent Design Plans reviewed in early December 2021. Ninety percent Design Plans are scheduled to be submitted by the end of January 2022. The final design is expected to be completed early 2022, with construction beginning in 2022. Interest in developing TractA-16, also located along DP Rd, is being considered as part of the overall design development. Existing septic systems will get sewer stub outs to allow for phased-in connections to the wastewater system over time.	PW Utilities CDD	2023
<b>Supporting social services improvement</b>	Support Social Services Programs that benefit education system	CSD is working on a strategic plan for Social Services with a subcommittee of Council, with a goal of supporting families in Los Alamos with therapeutic resources that will benefit youth. Defining the scope of work is in progress, Social Services established a matrix with a Council subcommittee for local providers to furnish programs and services for evaluation of gaps or duplication. Document is continuing to be developed and will be used in conjunction with measures from various surveys to determine effectiveness of programs and offerings.	CSD	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Supporting social services improvement	Review preteen/early-teen needs	PW Staff met with middle school aged students mid-March 2021 to discuss needs and wants in a new Tween Center. The center was considered during the CB Fox or Reel Deal theater purchase discussion. The RFP to hire a consultant who will be tasked with looking at locations is pending discussion between the joint Council and School Board session scheduled for early 2022.	PW	2023
	Behavioral/Mental health access	The strategic plan mentioned above will support this objective once completed. Social Services established a matrix with a Council subcommittee for local providers to furnish programs and services for evaluation of gaps or duplication. Document is continuing to be developed and will be used in conjunction with measures from various surveys to determine effectiveness of programs and offerings.	CSD	On Going
	Support healthy, safe options for County youth	CSD instituted a Mobile Rec Van during the COVID-19 pandemic, taking fun classes on science, history and art into the neighborhoods each week. These activities were designed to get kids ages 5 - 14 out and active to maintain a healthy mind and body with Retro Sports, Library Activities and Dance Fitness. The van runs every Wednesday through March from 1pm - 3pm. Each week is a different park and different activities. Integrated Master Plan project proposed completion October 2022 will help refine offerings to youth and teens while weaving emotional and physical health into the offerings.	CSD	On Going
Improving access to high quality broadband	Pursue "middle mile" of high speed broadband network	ASD is working on broadband options with PW. A phase one project was included in the FY22 budget. It will include a community needs analysis to evaluate what level of service is currently available from which vendors, where, and at what price (detailed capacity analysis). It will also include an evaluation of what customers (residential and commercial) want and what are they willing to pay - with consideration of whether or not customers might switch to obtain more for less (this will include a detailed market analysis and absorption projection). <i>Cross-cutting impacts: Housing; Business Environment.</i>	CMO ASD IM	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Develop options that promote multi-modal transportation	The NM 502 Reconstruction and Roundabout Project was completed in 2021; it provided bike lanes and improved pedestrian facilities and crossings. On Trinity Drive from Oppenheimer to Diamond Dr., ADA and pedestrian improvements were completed and a road diet was implemented by NMDOT with Council's support that provided bike lanes in each direction. The County was awarded \$4.25M in transportation safety funds to study, design and construct improvements to Trinity from Oppenheimer to Knecht St. Council approved the design contract on January 4, 2022 and study, design and public involvement efforts will proceed through 2022 which will consider safety counter measures to benefit all modes of travel. Design of the Urban Multiuse Trail is underway. A project presentation and public input meeting was held at the October 7, 2021, Transportation Board Meeting. On October 20th, staff met with a group of residents from the Ponderosa/Spruce neighborhood to discuss the project, answer questions and obtain feedback. On November 3rd, staff made project presentations to both the Tourism Task Force and Historic Preservation Board. Public comments are under review by the design team as project design is nearing the 30% completion stage. Design is expected to be completed by mid-2022. Construction is anticipated to commence in the Spring of 2023.	PW	2023
	Improve information/technology for tracking bus schedules, services and systems	MyStop upgrade and radio infrastructure work complete. WIFI on buses still very expensive and not being pursued. Grant application to FTA through NM DOT annual formula funding application was submitted September 2020 and are awaiting grant award notification May, 2022. Staff is currently submitting workorder to revise the current ACT Ride Guide and create an updated schedule booklet to include route maps. Project completion goal, March 2022.	PW	On Going
	Continue development of a bicycle and pedestrian route through the townsite	This project overlaps with Canyon Rim Phase 3 extension, the Canyon Rim Trail Underpass at NM502 and Camino Entrada, and the Urban Trail as mentioned in other MAP updates. Staff has applied for and received two grants to complete the high-priority Urban Trail Corridor through downtown.	PW	2023

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Coordinate on utility infrastructure needs	The Council and DPU have been pursuing options to participate in the Carbon Free Power Project this year, as participants in the Utah Associated Municipal Power Systems (UAMPS), which voted in November 2020 to advance to the next phase and approve the associated Budget and Plan of Finance. Prior to submitting the COLA in May 2023, and prior to starting construction in December 2025, the county will have the flexibility to adjust the subscription level or exit the project. The CFPP will be the first Small Modular Reactor (SMR) project in the United States; and the first SMR project to be licensed by the U.S. Nuclear Regulatory Commission. It will also enable and complement the development of wind and solar energy. The class III cost estimate is scheduled for fall 2022 which is the next off ramp should the project costs go over the target of \$58/MWhr in 2020 dollars. <i>Cross-cutting impacts: Housing; Business Environment; County Services</i>	Utilities	2023
	Explore use of environmentally sustainable alternatives for all aspects of County operations	The Resiliency, Environmental and Sustainability (RES) committee was created in late January 2021 and began meeting in March. The final report is due February 2022 and will include recommendations on how the County can achieve net zero greenhouse gas emissions and advance other sustainable practices in the face of climate change. They are meeting with various county staff members including CDD, PW, Procurement and Utilities to learn more about current operations, and what may be possible in the future. The Fleet Division is looking to add more EV units as they become available. Currently there are 4 Hybrid and 2 Electric vehicles in the fleet. Transit along with Fleet are in the process of adding 2 Electric buses. PW and Utilities are working to update charging stations at Municipal Building and WR Visitor Center and working on the infrastructure to accommodate the EV buses when they arrive. New vehicle charging stations available to the public will be funded by the Volkswagen Settlement grant. The goal is to replace 2-5% of the Fleet with available Electric vehicle options.	PW Utilities	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Maintain a high level of investment in public infrastructure to attract new residents and serve a resident population of 25,000 people	The NM 502 Reconstruction and Roundabout Project was completed in 2021 SR4/Truck Route intersection improvement project is being managed by the LANL field office with an agreement with NMDOT to perform project management of its construction which is anticipated to go to bid in 2022. NMDOT has hired a design team to study improvements to SR4 between White Rock and NM 502. This study is underway with public involvement activities forthcoming. Construction funding is programmed for FY24.	PW	Ongoing
	DP Rd. utility and roadway improvement project (FS2 to LANL gate at west end).	Council approved \$4.5M for FY 2021. It is an infrastructure improvement and economic development project - creating opportunity for additional and improved land development along DP Rd. As mentioned in other MAP updates, design is progressing with 60% Design Plans reviewed in early December 2021 and 90% Design Plans are scheduled to be submitted by the end of January 2022. The final design is expected to be completed early 2022, with construction beginning in 2022.	PW	2023

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Track usage in County facilities to quantify savings from retrofits and upgrades	Priority work continues for food-waste education and diversion efforts, wildlife protection by expanding use of bear-resistant carts and dumpsters to all residents and businesses and updating the County's facility condition assessments to identify potential energy reduction and healthy environment improvement opportunities. A feasibility study is underway, and options for the food waste composting program should be presented to Council Spring 2022. Environmental Services' staff is supporting the work of RES, as mentioned previously in this MAP update. The division received grant funding to purchase 300 semi-automated bear resistant carts, 190 carts have been distributed. Council allocated \$2.4M to purchase bear resistant carts and dumpsters for all households and businesses. The County was waiting to purchase a fully automated and certified bear resistant cart, 1,360 carts will be deployed Spring 2022. The solicitation for the bear dumpsters is complete and final award approval will go before Council on January 25, 2022. Staff continues to analyze all waste and recycling programs in efforts to maintain a balanced budget and plans to bring forward a rate increase in for FY23. Also received was a \$91K grant funding to purchase a recycle baler that will help reduce shipping costs for cardboard and mixed recycle materials; additionally, grant funding was received to purchase water bottle refill stations, backyard composting kits for residents.	PW	On Going
	Continue communication and outreach efforts to increase awareness of the County's sustainability program	COVID safe events will be programmed in 2021, based upon allowances for gatherings in the State Public Health Order. Staff hosted the annual Clean Up Los Alamos Day event, Recycle Art Fair and Fashion Show, informational booths at Farmer's Market, and participated in Bear Festival. The Environmental Sustainability Board members and the Zero Waste Team continue to work with staff on a variety of zero waste articles and short videos to engage the community. The articles and videos have been focused on recycling, waste minimization, food waste prevention/composting and are published in the local media outlets. The Zero Waste team has contributed to the deployment of the backyard composting program.	PW	On Going

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Airport Master Plan Implementation	Fuel Farm design is complete. Initiating environmental work in anticipation of federal and state funding for the fuel farm construction (anticipate in 2022/23). Applied for runway safety project federal funding. Funding anticipated to occur five years out and requires additional design work and commitment for the County to fund the old hangar replacement in new location.	PW	2021 - 2026
	Update the transit master plan	Update of the transit master plan will occur during calendar year 2022 and will include multiple opportunities for public comment and involvement. The goal of the process is to identify future service modifications (including evaluating micro-transit and other route revisions/enhancements) to best serve the community in the post-pandemic years. Grant applications for Federal Transit Administration formula funds, submitted through the New Mexico Department of Transportation, will occur on the typical schedule. The ACT Ride Guide will be revised to include route maps and an updated schedule booklet printed and available to the public in the Spring of 2022.	PW	2022
	Intersection improvements at 35th/36th Streets and Trinity	Intersection improvements at 35th/36th Streets and Trinity are anticipated as part of the Hill Apartment development at the former LASO site.	PW	2022
	Intersection Improvements at 20th & Trinity Dr.	New intersection signal will be installed by the County at 20th and Trinity Dr. following completion of the Marriott Conference Center to improve safety for pedestrians crossing Trinity Dr.	PW	Ongoing
	Intersection improvements at Sherwood and NM4	New intersection signal will be installed at Sherwood and NM4 as part of the Mirador Phase 2.	PW	Ongoing

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Investing in infrastructure	Improvements to Sherwood Blvd., Canyon Road, 33 <sup>rd</sup> /34 <sup>th</sup> Street, Arkansas, Cumbres del Norte Subdivision and the Finch St. Extension.	Road and utility improvements are funded as part of the County's CIP program and through state NMDOT grants. On September 28, 2021, Council awarded the construction bid for Sherwood Blvd. with work scheduled to commence in Spring 2022. Canyon Road Reconstruction, 33 <sup>rd</sup> /34 <sup>th</sup> and Arkansas, and the Cumbres Del Norte Road Improvements are in design development with public meetings and presentations scheduled as part of a regular monthly Transportation Board meeting in early 2022. Bidding and construction to follow. For the Finch St. Extension, staff completed boundary surveys for LAMC in May 2021 for the required land acquisitions and mapping. County legal staff continues to discuss required land acquisitions with LAMC and drafting legal documents as the land appraisal is in process. The design will be finalized once progress has been made on the land transfer.	PW	2022 - 2023
	Develop and implement an Environmentally Preferable Purchasing Policy	The 2017 County Council Management Action Plan the LAC Green Team was asked to develop and implement an environmentally preferable purchasing policy and it was approved by the Green Team, March 27, 2018. Additionally, an Environmentally Preferable Purchasing, this item will be updated after LARES makes recommendations to Council in February 2022. A purchasing policy may be part of the considerations from LARES.	PW ASD	2021 - 2023

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Continue responding to COVID-19 pandemic crisis	Coordinate County outreach with intergovernmental partners, the DOH, LANL, Schools, and other organizations	Continue coordinating COVID-related outreach to the community through a variety of methods, including press releases, website updates, social media posts, newsletters and signage on-site regarding COVID testing as well as vaccination clinics; the Council Subcommittee for COVID outreach will meet as needed to review community comments and input, and offer feedback. Continued PSAs about COVID-Safe-Practices will be part of all outreach efforts throughout 2022 or until the crisis has moved into non-emergency stage.	PIO EM	On Going
	Implement the Point Of Distribution (POD) plan for the vaccine	The Emergency Management Office will implement the POD in coordination with DOH, and support efforts to safely and effectively use County resources (staff, facilities, transportation) to enable residents to obtain the vaccine. 17,855 vaccines have been administered in Los Alamos County in 2021. CSD, Social Services partnered with ES for site selection for testing and vaccine distribution. Social Services was responsible for logistics with the Senior Center programs and continues to assist with the booster shot program.	EM CSD	Complete
	Support regional partners working through the pandemic crisis with County assistance when available	Although serving the community is a top priority, the EM office will continue participating in regional weekly calls and conferences to provide progress updates, report information concerning the County, and relay any concerns or feedback. When practical, EM will assist other communities with volunteer support, and share information that may assist others with their own testing and/or clinic operations. Through the County Manager's office and inter-governmental relationships across Northern NM, provide intake of requests and assist in coordinating responses.	EM CMO	On Going
	Plan, program, account for and report on State and Local Government Fiscal Recovery Funds under the American Rescue Plan Act (ARPA)	Administer the County's ARPA fund allotment of \$3.67M to respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality and make necessary investments in water, sewer and broadband infrastructure.	CMO ASD CDD CSD Utilities	2021-2024

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Continue responding to COVID-19 pandemic crisis	Support Schools, local businesses and individuals through local funding, if allowable, or, through on-going federal or state grants and loans administered at the local government level.	Items related to this objective are detailed in corresponding sections of the MAPs related to support of Schools or Businesses. Monitor events and updates at the State and Federal level in a timely manner and suggest actions to address new or emerging COVID-related events or changes that may occur. Continue to provide Council and the community with weekly updates through Council meetings, County Manager reports, Council columns featured in local media, and through the State representatives and/or the Congressional delegation.	CMO EM	2021-2022
Planning for appropriate levels of county services	Replace existing Finance/Utility/HR software system	County staff has been meeting with Utilities' staff on a project to pursue a citizen self service module. Utilities has funding up to \$250k for a solution that would allow citizens to enter work orders (such as a streetlight that is out, or a pothole needing to be fixed). Tyler 311 software was selected given it integrates with Munis and EnerGov software's. A kickoff meeting has been held with Tyler and the software will be customized to meet each department requirements. The go-live date is planned for Summer 2022.	CMO ASD Utilities	2022
	Continue implementation of County- wide training and development program to align it with the County's efforts to be a higher performing organization	Plans are underway to begin the next Leadership Academy as soon as possible when COVID safe practices permit having in-person classes.	CMO	4th Qtr 2022

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Planning for appropriate levels of county services	Enhance County services by modeling after best practices for other communities, national codes or other processes	The Council will be exploring options for communication at their council meeting on March 23rd, which could include discussions about best practices. NRC will present the community survey results at this meeting, too. Each year LAPD has a virtual inspection of 25% of its standards. Two inspections have occurred since LAPD became accredited in 2019, with 100% compliance in both inspections. Two more inspections will occur in 2021; one in April and one in September. LAPD will have a formal on-site inspection in November 2021 for re-accreditation.	CMO	On Going
	Implement ideas for improvements from the 2020 Employee Survey	The County Manager is leading an effort to identify strategies and tactics for addressing items from the 2020 Employee Survey. This effort will be on-going throughout 2022.	CMO	2022
Implementation of the 2018 Tourism Strategic Plan	Pursue actions identified in plan	Tourism Implementation Task Force meets monthly to provide advice on the plan's implementation activities.	CMO	On Going
Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth	Allocate CIP funds for design and construction of downtown streetscape improvements, including sidewalks, landscaping pocket parks and signage	Deacon Street plans are linked closely to the Downtown Master Plan process. With the Master Plan complete, Public Works, DPU and Economic Development staff are finalizing a scope of work for roadway and utility infrastructure improvements in preparation for contracting professional design services for the project. The Economic Development Administrator is working to schedule meetings with a variety of business community stakeholders to help formulate the design scope.	CDD PW	HOLD

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth	Continue implementation of the Comprehensive Plan, with an emphasis on neighborhoods	The sign code update has been on hold while CDD staff address the downtown masterplan and Chapter 16 and 18 updates.	CDD	HOLD
		As noted elsewhere in the MAP, projects for Trinity Drive and Deacon are programmed or in development. The Transportation Board continues to have an interest in this topic and is actively involved with the downtown masterplan process and concerns that have been brought to the Board's attention in the past with respect to parking and narrow streets in neighborhoods. Snow control and street parking are related concerns.	PW CDD	On Going
Utilizing the recommendations of the Community Development Advisory Board	Enhance private property maintenance code enforcement standard	The update to chapter 18 is underway and will be presented for Council review in 2022.	CDD	On Going
Addressing issues noted in the 2018 State of Health in Los Alamos	Ensure the needs of all citizens regardless of age or income level	The Gap Analysis provided a strategic path forward this year; it is guiding future actions to address this goal, as stated in other MAP sections regarding Social Services and new or continued services. Social Services established a matrix with a Council subcommittee for local providers to provide programs and services for evaluation of gaps or duplication. Document is continuing to be developed and will be used in conjunction with measures from various survey to determine effectiveness of programs and offerings.	CSD	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high quality educational opportunities in the community	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	The joint County Council/LAPS Board meetings are held monthly. Attendees continue to discuss potential capital project funding opportunities. The North Mesa housing project is being pursued. Although no specific LAPS project has been identified for future funding, the County continues to maintain a \$1 million placeholder in budgets for possible funding if LAPS staff request assistance.	CMO	On Going
		The County received a \$350,000 state grant in 2020 to design a new recreation center at the Middle School, with a \$3 million construction placeholder in the CIP. A joint Council with the LAPS Board is being scheduled in early 2022 to determine a preferred site or process to determine a site. The new center would benefit the LAPS as well as the community in accommodating space needs for recreation programming, as identified several years ago in CIP meetings with youth, coaches and other sports programming leaders for LAPS and the Y. The County has also received an additional \$600,000 state grant to add a second gym in White Rock. The siting options for this facility will also be discussed at the join meeting.		

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high quality educational opportunities in the community	Implement public safety educational programming	Safety Town was held this past summer. Depending upon COVID restrictions and the public health order, it will be offered when feasible.	CSD LAPD	HOLD
	Support literacy in the community	Library programs will continue to explore new, COVID safe options to provide services to the community. They recently re-opened their doors on a limited basis, due to COVID restrictions, and continue to provide curbside services as well. The libraries provide reading programs for ages 0-18, including 1000 Books Before Kindergarten, 100 Books Before College, summer and winter reading programs, and HomePages, the homeschool book clubs for youth and teens. Cover to Cover, the library reading program for all 3rd-6th graders in our community, continues in partnership with LAPS, including public library staff school visits. Staff collaborates with JJAB to promote Dolly Parton's Imagination Library (an initiative to place books with pre-K children) and other early literacy initiatives. The library provides library instruction and enrichment activities through classroom visits to the library. For in-person homework help for elementary-age students, the public library has Homework Lab, staffed by teen volunteers.	CSD	On Going
Strengthening coordination and cooperation between County government, LANL, and regional and national partners	Support the work of Regional Economic Development Initiative (REDI), North Central Regional Transit District (NCRTD), and the Regional Coalition of LANL Communities (RCLC)	County continues to partner and participate in the work of the Regional Economic Development Initiative (REDI) and North Central Regional Transit District (NCRTD). The new position, Intergovernmental Affairs Manager, was created and hired in 2021.	CMO	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Strengthening coordination and cooperation between County government, LANL, and regional and national partners	Explore new regional partnership opportunities	Options for the Stronger Economies Together (SET) program were placed on hold last year, but, after hiring a new EVA, options could be explored with partners this year.	CMO	On Going
Collaborating with Los Alamos National Laboratory as the area's #1 employer	Build strong partnership with TRIAD	County and Triad staff continue meeting monthly to discuss projects/action that require mutual support and collaboration. Triad gave an update on plans to Council in November. COVID has reduced conversations but major projects such a Rendija Canyon and Los Alamos Canyon still inching forward as well as plans to support new transportation options for expanded LANL workforce.	CMO CSD CDD PW	On Going

**Los Alamos County**  
**State of the County Annual Report**  
**January 4, 2022**

In January 2021, the Los Alamos County Council identified seven strategic priorities; these were subsequently adopted on January 26, as outlined in the County's 2021 Strategic Leadership Plan. These priorities address issues important to the community that the Council agrees to focus and make progress on in the coming year; they represent multiyear challenges that require cross-cutting engagement and support. Additionally, progress in these areas will help enable the broader set of County investments, initiatives, and day-to-day operations currently underway.

For each of these priorities, concrete actions were identified and implemented. This report provides examples of progress in these areas and serves as a starting point for identifying focus areas for the coming year, pending broader discussion between the community, County staff, and Council.

In addition to progress on the Council strategic priorities, it is important to note two other significant areas for the Council. First, with former County Manager Harry Burgess' announcement of his retirement on January 12, Council formally started the process to find a new County Manager on January 28. The County was assisted by an executive recruiting consultant who supported Council on the process and timeline for hiring a new County Manager. Finalists for the position attended a community meet-and-greet event and then were interviewed by County Senior Management, community members, and the Council. Eight updates regarding the process and progress were provided to Council and the public between January and July 12, when the new County Manager, Mr. Steven Lynne, was appointed. This rigorous hiring process highlights the importance of succession planning for senior County staff.

Second, the ongoing impacts of the COVID-19 pandemic on our community and the state have been and will continue to be significant, as they are nationally and globally. During the first half of 2021, the County's efforts focused on the emergency response to the pandemic by scheduling and coordinating vaccination clinics and community testing. Per the latest report from the Emergency Manager, Ms. Beverley Simpson, and as a measure of the success of the vaccination efforts in the County -- 93% of adults 18+ years old have completed both doses and about 49% of this population has received the booster dose. These fractions are substantially higher than the statewide fractions of 75% and 29% for the same doses. This speaks to both the interest and the availability of the vaccines in Los Alamos County. Continuity of County services and operations were also priorities throughout the year. Outreach to the community and determining ways to allocate Federal American Rescue Plan Act funds have also been important.

At the October 18 Council meeting, given that the pandemic was entering a new phase of long-term response based on chronic disease management, a COVID coordinator role was recommended as a single point of contact for ongoing communication and guidance, with an integrated County response, coordinated with the state and the region. It was recommended that data assessment lead to actions/options, including testing, contact tracing, and emergency

management responses – all emphasizing public health information. It was also recognized that outside resources may be needed as we proceed and work with others in the County, region, and state.

- **Enhancing communication.** Enhancing communication with the public to promote transparency and strengthen trust in County government.

*With the success of the remote-only meetings in 2020, a mixture of hybrid (in person and remote) meetings were used to conduct County business in 2021. Given the public's strong preference for allowing remote attendance, County Council meetings will continue in a hybrid format in 2022. Board, commission, and task force meetings will generally continue in remote-only format as they allow for engagement for everyone with an Internet connection or phone line.*

*Town hall meetings were resumed using either hybrid or remote formats to discuss issues coming to Council. One was a town hall regarding options for supporting the local business environment and the other focused on the retail cannabis ordinance. Council agreed to schedule town halls regularly in 2022, with topics to be determined. The first town hall will be in mid-January 2022 to consider the vacant building registration ordinance scheduled for an initial public hearing on January 25, 2022.*

*To provide information to the community and hear from citizens, Councilors wrote letters to the editor regarding current topics of interest and were available for one-on-one discussions at the farmer's market. Councilors used the County's Open Forum platform for a non-scientific survey of public opinion as well as reading emails to Council, letters to the editor, and posts on social media. Community surveys were also conducted for the downtown master planning effort and the ongoing process to update the County development and nuisance codes.*

*Among the management changes for the County is a new Public Information Officer, Ms. Julie Williams-Hill, selected in November. Included in her priority tasks are an update to the County's website and a communications and engagement plan. The County also hired Ms. Danielle Duran as Intergovernmental Affairs Manager to strengthen communications and interactions with local, state, and federal government agencies.*

*Council started two task forces to obtain public input on topics of interest expressed in citizen petitions – Los Alamos Resiliency, Energy, and Sustainability and Racial Equity and Inclusivity.*

*The format of Council meetings was changed to promote public comment on all agenda items.*

- **Increasing the amount and types of housing options.** This includes increasing the variety of housing options for all segments of the community, from affordable to new

options for those interested in downsizing or moving closer to central areas of the community, and pursuing opportunities for utilization of vacant spaces to address these needs.

*Information provided by the independent Housing Market Needs Analysis for the County (completed December 2019) estimated the immediate need for 1,310 units of rental housing and 379 units for homeownership, including a particularly acute shortage of housing for low- and middle-income households. This immediate need identified in the Market Needs Analysis is in addition to approximately 600 units currently under development; these include affordable housing, market rate apartments, townhomes, and unattached homes.*

*Projects underway on formerly County-owned lands (all land transfers from Department of Energy [DOE]):*

- *Mirador Subdivision in White Rock. Additional permits were issued for single-family homes. Planning and Zoning Commission has approved the site plan for a mixed-use development (57 apartments and 1100 square feet of commercial use space). Developer will be submitting for building permit in 2022 on the mixed-use development.*
- *Canyon Walk Apartments. 70 multifamily units were constructed under the Low-Income Housing Tax Credit Program. Project is nearing completion with certificates of occupancy expected soon.*
- *The Bluffs Apartment. Ground has broken for a senior housing rental development of 64 units under the Low-Income Housing Tax Credit Program.*
- *The Hill Apartments. Ground has broken on 35th street (at the old LASO site) east of the hospital for 149 market-rate apartments.*

*A report is due in spring 2022 on the investigation of the Middle DP Road Site. This report will inform future development of infrastructure and utilization options for other land on DP Road previously transferred from DOE to the County.*

*As part of our FY2022 Federal legislative priorities, it was requested that DOE evaluate viable land transfer options to address Los Alamos National Laboratory and community needs. The County continues to prioritize the environmental cleanup of key land transfer parcels in addition to the other high-risk cleanup sites identified in the Consent Order.*

*The Los Alamos Public Schools and the County continued public engagement to identify options and important elements of a desirable workforce housing development that would also provide a revenue stream for the Public Schools on their North Mesa property. This culminated in the Schools and the County signing a Memorandum of Agreement authorizing the County to spend up to \$475,000 from a State capital improvement grant to produce, with continued public input, a detailed conceptual site plan and financial feasibility analysis for achieving both of these goals.*

*On October 29, Council passed Resolution no. 21-30, declaring the hotel structure, commonly referred to as “the Hilltop House,” located at 400 Trinity Drive, Los Alamos, a menace to the public comfort, health, peace, and safety and ordering removal of the hotel structure and associated ruins, rubbish, wreckage, and debris from Los Alamos County by March 30, 2022.*

*On November 16, a vacant commercial building registration ordinance was introduced with a public hearing scheduled for January 25, 2022. The ordinance provides for vacant building registration, with associated fees, as well as an enforcement mechanism.*

*A short-term rental housing ordinance is under development. Council received a briefing on this issue at the October 26, work session.*

- **Protecting and maintaining 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.

*FY2022 budget options were approved for open space (one-time capital cost for a vehicle to support open space maintenance, recurring funding for habitat restoration work), park master planning, and design work for new tennis courts. Support for virtual library services and increased funding for virtual library collections were also approved FY2022 budget options. Funding was also approved to purchase bear-resistant roll carts for the entire County.*

*Projects to improve or construct multiple recreational amenities continued in 2021.*

- Leisure Lagoon. A new building addition to the Larry Walkup Aquatic Center, including a zero-entry pool, lazy river, spray features, and a slide. Construction is approaching completion in early 2022.
- Golf Course Site Development Improvements and Amenities. Options for this project will be considered in early January 2022.

*The Women’s Army Corps (WAC) Dormitory on 17th Street (purchased by the County both to preserve this historic World War II building and to help create new opportunities for insights into the Manhattan Project). A contract has been awarded to investigate application for historic status for the building and to perform outreach to public and stakeholders. Community outreach and engagement will help the County determine how best to restore and utilize this building, for example, as a part of the Los Alamos historic walking tour.*

*The County continued development of an updated and integrated trail and transportation strategy. This will include working with Los Alamos National Laboratory and their trails planning efforts as well as identifying key links with regional*

*transportation to/from surrounding communities. While this effort is underway, the County has also been investing in existing trail and pathway facilities (see discussion under infrastructure).*

*The County has been working with Los Alamos Public Schools on three joint recreation projects: including a multi-use gymnasium on the Middle School site on North Mesa, and a multi-use gymnasium at a school site in White Rock. Both of these projects have received State funding to support design work. Cooperative County-Los Alamos Public School options for enhanced tennis court facilities, sufficient to host tournaments in one location, are also a topic of discussion.*

*At our December 14<sup>th</sup> meeting, we directed staff to return with a proposed path forward to eliminate the use of glyphosate-based chemical pesticide controls. Council also formally adopted integrated pest management as an overall County policy.*

- **Enhancing support and opportunities for the local business environment.** This includes appropriately supporting existing businesses, growing new businesses, supporting technology start-ups and spin-offs, and identifying opportunities for utilizing vacant space as a part of these efforts.

*For calendar year 2021*

- *Commercial Building Permits Issued: 104*
- *Residential Building Permits Issued: 779*
- *New Business Licenses: 148*

*The Downtown Master Planning effort for both Los Alamos and White Rock was initiated in June 2020 with broad community outreach and engagement. There has been significant commercial development interest and much of both commercial and housing development will be taking place in our downtown areas. The plans for Los Alamos and White Rock were approved by Council in August.*

*An update and reconfiguration of the County development code that governs commercial, residential, and mixed-use development and redevelopment is another aspect of the Downtown Master Planning process. The code update is underway and will help the community achieve its downtown goals, will be easier to use and apply and will support discussions with investors regarding the community's development and use priorities for our downtown areas. An update to the County's outdoor lighting ordinance to incorporate guidance provided under the Dark Skies initiative is also anticipated as part of these efforts.*

*The White Rock Metropolitan Redevelopment Area (MRA) was approved by Council on June 8, designating the boundaries of the proposed MRA District and authorizing the development of an MRA Plan. After the plan is developed, projects can be evaluated for possible approval.*

*Changes to the Local Economic Development Act (LEDA) ordinance were approved on July 27 and discussions on the evaluation criteria and types of projects preferred by Council were considered at subsequent Council meeting in August. Council received a briefing on the status of County LEDA projects on July 6 and subsequently the agreement with Pebble Labs, Inc. was terminated. The termination was mutually agreed upon given the terms of the agreement could no longer be met, and land was returned to the County.*

*Council approved ordinances to allow cannabis businesses in commercial zoning districts (cultivation and manufacturing on September 28 and retail on December 7).*

*Sales of County-owned land for economic development purposes:*

- *3661 & 3689 Trinity. An ordinance was approved to sell two lots on Trinity Drive to a local business, Pet Pangea.*
- *1010 Central Ave. Construction was completed by Los Alamos Public Schools Credit Union with an opening date in June.*
- *Marriott Hotel and Conference Center. The developer requested postponement of the completion date from November 2023 to August 2024. This request was denied by Council on December 14.*

*Other initiatives were discussed with substantial public input, but Council approved no other economic development ordinances.*

- **Supporting social services improvement.** Behavioral, mental, and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of County support could help address current needs.

*County Social Services moved into a new location on Diamond Drive across from Los Alamos High School for better coordination with the services provided at Health Commons by NM Department of Health and the County health services contractor.*

*With funding approved for investigation and conceptual design of a Tween Center (grades 6-8), that complements the Teen Center and Youth Activity Centers, efforts focused on development of a Request for Proposals (RFP). The RFP would include evaluation of site locations close to the downtown amenities, building costs, and program development costs. No RFP was issued in 2021. Additional outreach to the community's youth and other stakeholders is needed to move the project forward in 2022.*

*Members of the County Health Council, chartered at the end of 2019, met and proposed a process for developing a Comprehensive Health Plan, to monitor health and health care, advise on policies that affect health care, facilitate communication, and identify*

*resources to improve health, as required by NM Senate Memorial 44 and HB137. Council voted to move forward with the proposed approach at the December 14 meeting.*

- **Improving access to high quality broadband.** Enabling reliable high-speed broadband service throughout the county by determining appropriate investments (e.g., conduct a community needs analysis, evaluate technical options).

*During the budget process, Council approved a Broadband Manager position to be added for FY2022 and allocated \$500,000 in broadband design services to develop updated community broadband conceptual designs and costs analyses. This design work will provide multiple concepts for consideration by the community, county staff, and Council. Mr. Jerry Smith filled the Broadband Manager position. He will be discussing next steps towards achieving the goal of improving access to high quality broadband.*

- **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.

*A substantial portion of the County budget is dedicated to infrastructure improvements generally through the Public Works Department and the Department of Public Utilities (DPU).*

*An ordinance to make more funds available for utility infrastructure needs, by rejecting the annual profit transfer, was passed by Council in 2020. For the next three years, Council directed these funds (approximately \$820,000 per year) to be reinvested to accelerate critical upgrades to water line infrastructure. An update to this ordinance will be considered in January 2022 to better align with the DPU 10-year planning horizon.*

*Continued County participation in the next phase of development of the Carbon Free Power Project was approved on July 27; the County's investment is capped at \$1.26 million. The project is due to be completed in 2030; (at a 2020 levelized cost of \$58/megawatt-hour). In combination with other investments/contracts, this participation will support achieving the 2040 Electric Production Carbon Neutral goal.*

*Another substantial project is the White Rock Water Resource Reclamation Facility (WRRF) Construction Project. Council has approved funding for up to \$30,000,000 for this project. The award of the bid is scheduled for the January 4, 2022 meeting.*

*Road improvement projects did not slow down and continued as planned in 2021 with the following projects in design and construction:*

- *Construction of North Mesa Road and Utility Improvements project*
- *Design of 33rd/34th Street Loop Roadway & Utility Improvements project*
- *Construction of Trinity Drive Safety & ADA Improvements project*

- *Design of Finch Street Connection project*
- *Construction of DP Road*
- *Design of Sherwood Boulevard drainage and road improvements (Grand Canyon Drive to Aztec Avenue)*

*The County has pushed hard for the project to widen and improve the Truck Route and New Mexico State Route 4 intersection. This project will add capacity and help reduce traffic congestion. Additionally, the project will provide an access into Tsankawi with a future parking lot off the highway to further improve safety at this intersection. Construction is now planned to start in spring 2022. A project to improve the safety of State Road 4 between the intersection and White Rock is also being conducted by NMDOT with an engineering consultant currently in the study phase. The project will add shoulders to both sides of the road and is planned to start after the intersection project is completed.*

*New Mexico 502/ Trinity roadway and utility upgrades were accomplished through a cooperative agreement with NMDOT and were completed in 2021 after starting in 2019. The work completed in 2021 was some paving, landscaping and final touch-up work.*

*The County continues to collaborate on and fund projects that improve vehicle traffic flows as well as pedestrian and bicycle connections and safety.*

- *Trinity Drive Pedestrian and ADA Improvements. Phase I improvements and repairs to sidewalks and curbs along Trinity Drive between Diamond Drive and Oppenheimer Drive, funded with a \$250,000 state grant, are complete. Phase II of the improvements, Oppenheimer Drive to 15<sup>th</sup> Street, is anticipated to be funded for 2023/2024 construction.*
- *Canyon Trail Underpass. Project was completed in 2021 to construct a tunnel underneath NM 502 connecting the eastern Canyon Rim Trailhead to Entrada. The evaluation of projects to improve the connectivity of trails within the County is underway.*
- *Urban Trail Corridor. Both phases of this multiuse path have been federally funded. Phase I will connect the Urban Trail to the Canyon Rim Trail at 20th Street and proceed through the Fuller Lodge lawn to Spruce Street. Phase II will pass through forested undeveloped landscape surrounding the Canyon Road tennis courts and terminate at the Aquatic and Nature Centers. NMDOT and environmental and cultural approvals, and engineering design started in 2021. Construction activities are anticipated between 2022 and 2024.*
- *Canyon Rim Trail Phase 3. The land acquisition process is underway with legal staff assisting with drafting the required documents to acquire the required land through easement. Final design efforts will commence once the easement acquisitions progress.*

During the January 2022 County Council strategic planning session, the status of the identified seven strategic priorities will be reviewed. Council will consider whether these are still the most important priorities for the community, identify any new high-level actions needed to continue progress on the priorities, and determine whether additional priorities are needed.

The results of the discussions will be incorporated into the 2022 Strategic Leadership Plan and will be used to maintain focus on important issues and help enable other ongoing initiatives important to the future of our community.

## CIP FUND - LONG RANGE PROJECTION - WORKING DRAFT FOR ILLUSTRATION PURPOSES ONLY - from the 11/9/2021 Council meeting

	FY2022 Adopted	FY 2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected	FY2032 Projected	Total Projected
<b>Beginning Fund Balance</b>	1,992,706	32,399,358	13,762,067	38,575,737	16,673,287	1,427,087	(7,550,863)	(16,476,163)	(18,330,963)	(16,997,213)	(15,937,913)	(14,563,613)	<b>13,762,067</b>
<b>Revenues</b>													
Intergovernmental - Federal Grants	3,640,320	3,640,320	3,069,000	-	3,000,000	-	-	-	-	-	-	-	<b>6,069,000</b>
Intergovernmental - State Grants	795,000	3,177,833	341,000	-	-	-	-	-	-	-	-	-	<b>341,000</b>
Land Sale Proceeds	200,000	200,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>Potential Bond Proceeds</b>			<b>30,000,000</b>										<b>30,000,000</b>
<b>Total Revenues</b>	<b>4,635,320</b>	<b>7,018,153</b>	<b>33,410,000</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,410,000</b>
<b>Transfers from Other Funds</b>													
General Fund	12,545,680	12,545,680	15,287,000	11,996,000	7,010,000	6,178,000	5,928,000	5,956,000	5,985,000	6,014,000	6,014,000	6,014,000	<b>76,382,000</b>
<b>Potential General Fund (TRD Settlement)</b>		<b>9,999,712</b>											<b>-</b>
Emergency Declarations Fund	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
State Shared Revenue	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Economic Development	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Capital Project Permanent Fund	1,422,000	1,422,000	1,434,000	1,454,000	1,481,000	1,517,000	1,554,000	1,593,000	1,633,000	1,675,000	1,675,000	1,675,000	<b>15,691,000</b>
<b>Total Transfers from Other Funds</b>	<b>13,967,680</b>	<b>23,967,392</b>	<b>16,721,000</b>	<b>13,450,000</b>	<b>8,491,000</b>	<b>7,695,000</b>	<b>7,482,000</b>	<b>7,549,000</b>	<b>7,618,000</b>	<b>7,689,000</b>	<b>7,689,000</b>	<b>7,689,000</b>	<b>92,073,000</b>
<b>Total sources of funds</b>	<b>20,595,706</b>	<b>63,384,903</b>	<b>63,893,067</b>	<b>52,025,737</b>	<b>28,164,287</b>	<b>9,122,087</b>	<b>(68,863)</b>	<b>(8,927,163)</b>	<b>(10,712,963)</b>	<b>(9,308,213)</b>	<b>(8,248,913)</b>	<b>(6,874,613)</b>	<b>142,245,067</b>
<b>Expenditures</b>													
<b>CP # General</b>													
<b>CP7002</b> Parks Small Capital	235,000	852,878	300,000	300,000	300,000	300,000	300,000	105,000	108,000	111,000	111,000	111,000	<b>2,046,000</b>
<b>CP9003</b> Information Technology Projects	713,000	1,323,239	734,000	756,000	779,000	802,000	826,000	851,000	877,000	903,000	903,000	903,000	<b>8,334,000</b>
<b>CP9003</b> CAD Mobile Records Jail Management System (CMRJ) Replacemen	-	1,750,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>Community Broadband Infrastructure</b>													<b>-</b>
Public Meeting, Streaming MGMT system	-	-	500,000	-	-	-	-	-	-	-	-	-	<b>500,000</b>
WR Visitor Center Complex	50,000	50,000	450,000	-	-	-	-	-	-	-	-	-	<b>450,000</b>
<b>CP7001</b> Art in Public Places	-	647,335	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP9001/CP9005</b> Schools Projects (unallocated)	1,200,000	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	<b>10,000,000</b>
<b>CP1006</b> WAC Building Design	-	350,000	-	3,650,000	-	-	-	-	-	-	-	-	<b>3,650,000</b>
<b>CP9002</b> ERP - Munis Project	-	70,958	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP7009</b> Manhattan Project NHP Wifi	-	-	100,000	-	-	-	-	-	-	-	-	-	<b>100,000</b>
<b>CP1005</b> Betty Ehart Senior Center Kitchen	-	140,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP1001</b> Municipal Building Residual	-	96,645	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>Fire Station Replacement (4&amp;6)</b>													<b>15,000,000</b>
<b>CP5015</b> Project Dev. Standards & Guide	-	166,409	-	-	2,000,000	6,500,000	6,500,000	-	-	-	-	-	<b>-</b>
<b>Other Major Facility Replacements - Placeholder TBD</b>													<b>-</b>
<b>Road Projects</b>													<b>-</b>
Street CIP	-	84,731	3,963,000	3,963,000	8,135,000	4,277,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	<b>44,338,000</b>
<b>CP5012</b> Canyon Rim Trail West	-	1,206,736	356,743	-	-	-	-	-	-	-	-	-	<b>356,743</b>
<b>CP5018</b> Canyon Rim Trail Underpass	-	2,455,965	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5020</b> NM44 Intersection Road Project	-	1,000,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5028</b> Sherwood Blvd Reconstruction	-	2,418,379	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5025</b> Trinity Dr. Safety & ADA Improvements	200,000	839,000	3,410,000	-	-	-	-	-	-	-	-	-	<b>3,410,000</b>
<b>CP5024</b> 20th Street Signal Light	-	-	398,000	-	-	-	-	-	-	-	-	-	<b>398,000</b>
<b>CP5029</b> Arkansas 33/34 Street Reconstruction	2,500,000	2,487,500	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5019</b> Barranca Mesa	-	465,273	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5031</b> Cumbres del Norte Road Project	1,323,000	1,316,385	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5027</b> North Mesa Casa De Oro	-	806,309	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5022</b> Urban Trail Project	4,050,000	4,261,159	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5030</b> Canyon Road Project	2,410,000	2,521,944	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5021/CP5023</b> Diamond Drive	-	565,814	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5003</b> NM 502 Knecht to Tewa	-	13,633	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5004</b> Trinity Dr. Pedestrian Improvements	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5010</b> Pavement Condition Index Survey	-	25,385	-	-	250,000	-	-	-	300,000	-	-	-	<b>550,000</b>
<b>CP5008</b> Sherwood BLVD	-	1,420,456	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP1003</b> White Rock Civic Center Complex	-	2,004	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5002</b> Canyon Rim Trail East	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP5026</b> Transportation Planning	-	200,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>Recreation Projects</b>													<b>-</b>
<b>CP7007</b> Pajarito Mountain Bike Trails	-	496,566	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP7014</b> Community Rec Space Design LA	-	350,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Community Rec Space Construction LA	-	-	6,000,000	-	-	-	-	-	-	-	-	-	<b>6,000,000</b>
<b>CP7016</b> Community Rec Space Design WR	600,000	600,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Community Rec Space Construction WR	-	-	6,000,000	-	-	-	-	-	-	-	-	-	<b>6,000,000</b>
<b>CP7015</b> Tween Center Design	-	-	400,000	-	-	-	-	-	-	-	-	-	<b>400,000</b>
Tween Center Construction	-	-	-	4,000,000	-	-	-	-	-	-	-	-	<b>4,000,000</b>
<b>CP7004</b> Ice Rink Improvements	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP7017</b> Tennis Court with Lights (Eightplex)	150,000	150,000	1,250,000	-	-	-	-	-	-	-	-	-	<b>1,250,000</b>
<b>CP7011</b> Golf Course Improvements	-	2,018,993	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP7013</b> Leisure Lagoon	-	5,576,758	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP7012</b> Pinon Park Splash Pad	-	7,563	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Placeholder Parks & Rec. Major Improv. & Replacement	-	-	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	-	-	-	-	<b>15,000,000</b>
BMX Track	50,000	150,000	250,000	-	-	-	-	-	-	-	-	-	<b>250,000</b>
<b>Economic Development Projects</b>													<b>-</b>
<b>CP4005</b> A-13 (former LASO site)	-	1,018,904	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4006</b> A-16 Infrastructure	-	171,738	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4004</b> A-8b Infrastructure (The Bluffs)	-	567,218	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4008</b> A-9 Infrastructure (Canyon Walk)	-	4,033	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4003</b> Deacon Street Improvements	2,000,000	2,189,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4009</b> DP Road Infrastructure	-	4,391,426	-	1,000,000	-	-	-	-	-	-	-	-	<b>1,000,000</b>
<b>CP4010</b> Finch Street - Road Extension	1,500,000	1,492,500	-	-	-	-	-	-	-	-	-	-	<b>-</b>
<b>CP4007</b> North Mesa Infrastructure	-	1,700,000	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Housing Infrastructure - Placeholder	-	-	-	5,000,000	-	-	-	-	-	-	-	-	<b>5,000,000</b>
Los Alamos Downtown Revitalization and Parking - Placeholder	-	-	-	5,000,000	5,000,000	-	-	-	-	-	-	-	<b>10,000,000</b>
White Rock Metropolitan Redevelopment Area (MRA) - Placeholder	-	-	5,000,000	-	5,000,000	-	-	-	-	-	-	-	<b>10,000,000</b>
<b>5.00% Inflation factor starting 2023 projections</b>			<b>1,205,587</b>	<b>1,683,450</b>	<b>1,273,200</b>	<b>793,950</b>	<b>781,300</b>	<b>447,800</b>	<b>299,250</b>	<b>315,700</b>	<b>300,700</b>	<b>300,700</b>	<b>7,401,637</b>
<b>Total Expenditures</b>	<b>16,981,000</b>	<b>49,622,836</b>	<b>25,317,330</b>	<b>35,352,450</b>	<b>26,737,200</b>	<b>16,672,950</b>	<b>16,407,300</b>	<b>9,403,800</b>	<b>6,284,250</b>	<b>6,629,700</b>	<b>6,314,700</b>	<b>6,314,700</b>	<b>155,434,380</b>
<b>Transfers to Other Funds</b>													
<b>Ending fund balance</b>	<b>3,614,706</b>	<b>13,762,067</b>	<b>38,575,737</b>	<b>16,673,287</b>	<b>1,427,087</b>	<b>(7,550,863)</b>	<b>(16,476,163)</b>	<b>(18,330,963)</b>	<b>(16,997,213)</b>	<b>(15,937,913)</b>	<b>(14,563,613)</b>	<b>(13,189,313)</b>	<b>(13,189,313)</b>
<b>Total uses of funds</b>	<b>20,595,706</b>	<b>63,384,903</b>	<b>63,893,067</b>	<b>52,025,737</b>	<b>28,164,287</b>	<b>9,122,087</b>	<b>(68,863)</b>	<b>(8,927,163)</b>	<b>(10,712,963)</b>	<b>(9,308,213)</b>	<b>(8,248,913)</b>	<b>(6,874,613)</b>	<b>142,245,067</b>

ATTACHMENT D



## State of New Mexico

Michelle Lujan Grisham  
*Governor*

### **Governor Michelle Lujan Grisham's Summit on City Infrastructure: A Convening of Mayors**

Along with the New Mexico Municipal League, I want to cordially invite you to a first-of-its-kind event on January 14th in Santa Fe where local government leaders will have the opportunity to come together and discuss with me and our cabinet secretaries how best to put new federal dollars to work across the state.

Economic recovery and the fight against COVID-19 will need to work hand-in-hand, and local infrastructure is a critical part of that journey. This Summit will feature discussion on a wide array of infrastructure projects, to include water, wastewater, broadband, dams, bridges, and roads. In particular, we will be discussing available ARPA monies as well as monies available through the bi-partisan infrastructure bill.

The opportunities afforded by the recently passed federal legislation are unprecedented. We know that building New Mexico's local communities will require collaboration on ideas, goals, and solutions, and the Summit will provide a chance to achieve all of these aims and more. If you would like to take advantage of this forum to highlight your ICIP requests, discuss the life cycle of an infrastructure project, get a deeper understanding of federal funding opportunities or work with your peers on the ever-evolving industry practices, I encourage you to join us at 9:00 a.m. on January 14, 2022, at the Santa Fe Convention Center. You can register [here](#). I look forward to seeing you there!

Sincerely,

A handwritten signature in blue ink that reads "Michelle Lujan Grisham".

Michelle Lujan Grisham  
Governor

**COMMUNICATION PLAN**  
**LOS ALAMOS COUNTY**

**COMMUNICATIONS & PUBLIC RELATIONS DIVISION**

**January 11, 2022**

**DRAFT**

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# EXECUTIVE SUMMARY

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## Communication and Public Relations' Mission

Proactively inform, educate, and involve citizens and employees about County projects, policies, and goals, while enhancing the image of our county government. Promote a culture of open communication and collaboration to foster exceptional customer service.

## Plan

For purposes of updating the 2015 Los Alamos County Communications Plan (Plan), that is consistent with the above mission, the Communication and Public Relations (CPR) staff will focus on promoting trust between the County government and the community members through open and transparent communication that is implemented in a timely and effective manner for better understanding of County services, initiatives, and resources. Other audiences such as developers, potential new businesses, and tourists may require different messages, strategies and tools based on other priorities and objectives. These topics will be addressed in other plans as appropriate.

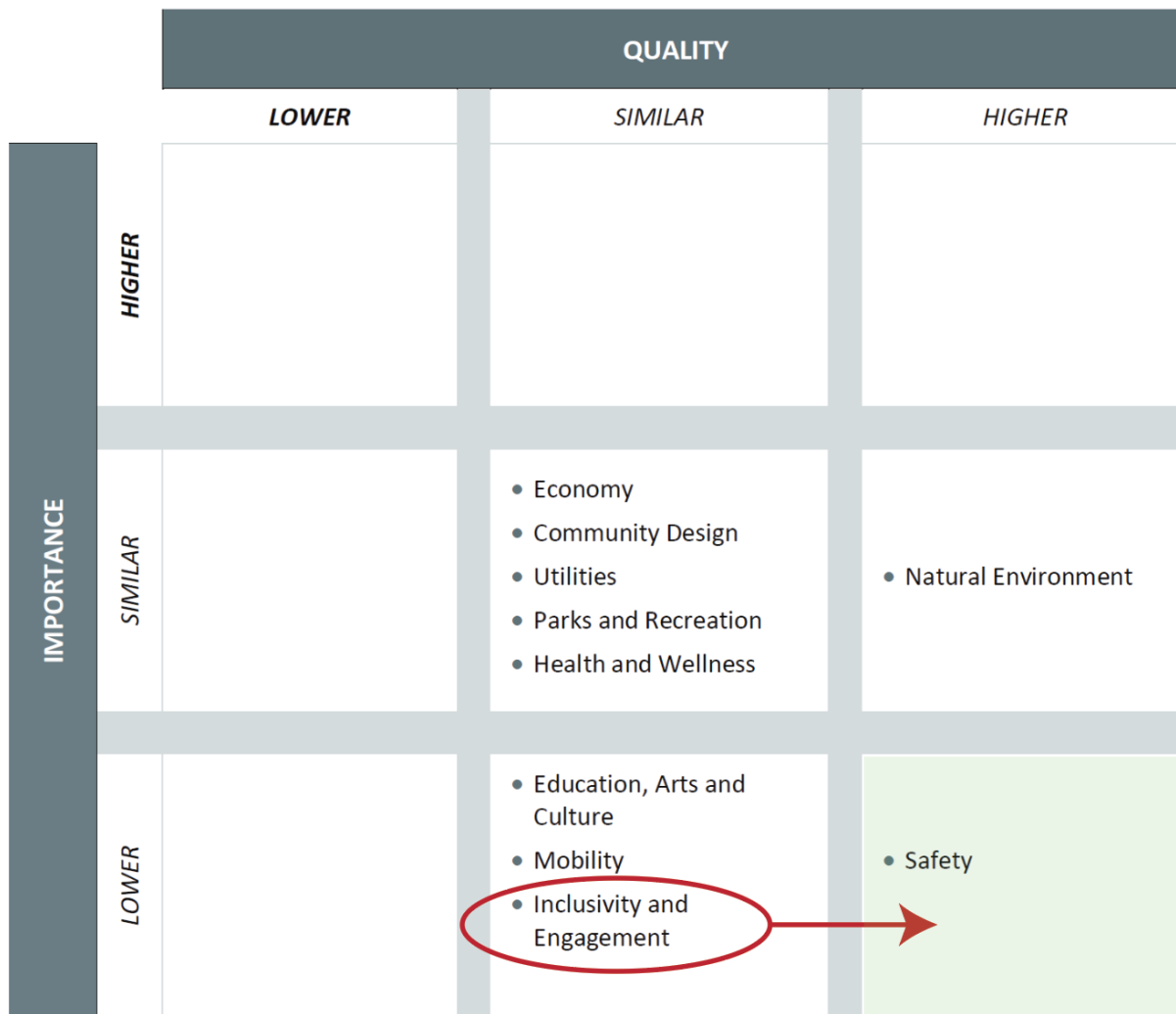
This Plan addresses the first priority of seven strategic priorities of the Los Alamos County Council: Communication and Transparency. When implemented, the Plan will also reinforce and support the Council's other six priorities (increase housing; protect open space, recreational and cultural amenities; support local businesses; support social services; improve access to broadband; and invest in infrastructure) identified in the [2021 Strategic Leadership Plan](#) and the four strategic goals (enhance quality of life, economic vitality, environmental sustainability, and racial equity and inclusivity).

To understand how to improve **communication** and **transparency** with Los Alamos citizens for purposes of this Plan, CPR staff turned to the 2020 National Community Survey<sup>TM</sup> (The NCS<sup>TM</sup>) conducted by National Research Center, Inc., on the ten facets of community livability in Los Alamos as it relates to quality of life. Citizens' responses were benchmarked to assess perception of these facets as lower, similar or of higher **quality** than perceptions from other communities across the nation. Citizens' **importance** for each of these facets was then categorized into lower, similar or of higher importance than other communities.

The graph below is from the NCS Report. It was developed to assist the County in determining where to prioritize resources. Facets in the lower quality/higher importance section of the grid (upper left) are the most urgent to address. In contrast, facets in the higher quality/lower importance (bottom right) section of the grid would imply citizens are receiving quality services and needs are being met.

This Plan aims to move the facet “Inclusivity and Engagement,” which addresses perceptions of government **trust** and **transparency** as it relates to quality of life, from that of similar quality/lower importance to higher quality/lower importance.

*Image below taken from the NCS<sup>TM</sup> Report page 4 (green shading, red circle and arrow added for clarification).*



To do achieve higher quality for the “Inclusivity and Engagement” facet and realize the Council priority to improve **communication and transparency**, the Plan will be implementing the following eight strategies:

- 1) ***Incorporate Council priorities into communication efforts:*** Educate and inform residents to understand why and how public policy decisions are made, and why and how actions are implemented by County officials.
- 2) ***Inform County employees:*** Informed employees are part of the Communication Plan to disseminate consistent messages that inform the public on county initiatives, efforts, goals, and priorities.
- 3) ***Opportunities with other stakeholders in the community:*** Encourage engagement through appropriate, two-way communication and opportunities for constructive feedback with community public information officers and the media.
- 4) ***Public Engagement:*** Use interactive communication approaches to maintain ongoing dialogue between the community and the County government. Provide opportunities for two-way communication where possible. Solicit feedback on how the County is doing and how it can best serve the community and its citizens
- 5) ***Build community trust:*** Build a trusting relationship between the County and its citizens by proactively disclosing information on the website, media, and social media.
- 6) ***Social media strategies:*** Revise the County’s Facebook policy with a more robust social media policy that incorporates multiple platforms, facilitates one-to-one and one-to-many engagement and increases the County’s social media presence.
- 7) ***Reinforce branding:*** Expand branding efforts to include the County’s unity, visibility, and credibility; this is the County’s recognizable reputation based on its quality of services, customer service, initiatives, and accountability.
- 8) ***Metrics:*** Measure and track appropriate metrics to assess the effectiveness of the Plan and revise annual to improve.

# 2020 COMMUNITY SURVEY

## NCS Comparison Survey

In 2020 the National Research Center, Inc. conducted a National Community Survey™ (The NCS™) to gauge community members' perception on the desirability of living in Los Alamos. Of relevance for this Plan is the "Governance," and "Inclusivity and Engagement" sections.

### Key Take Aways

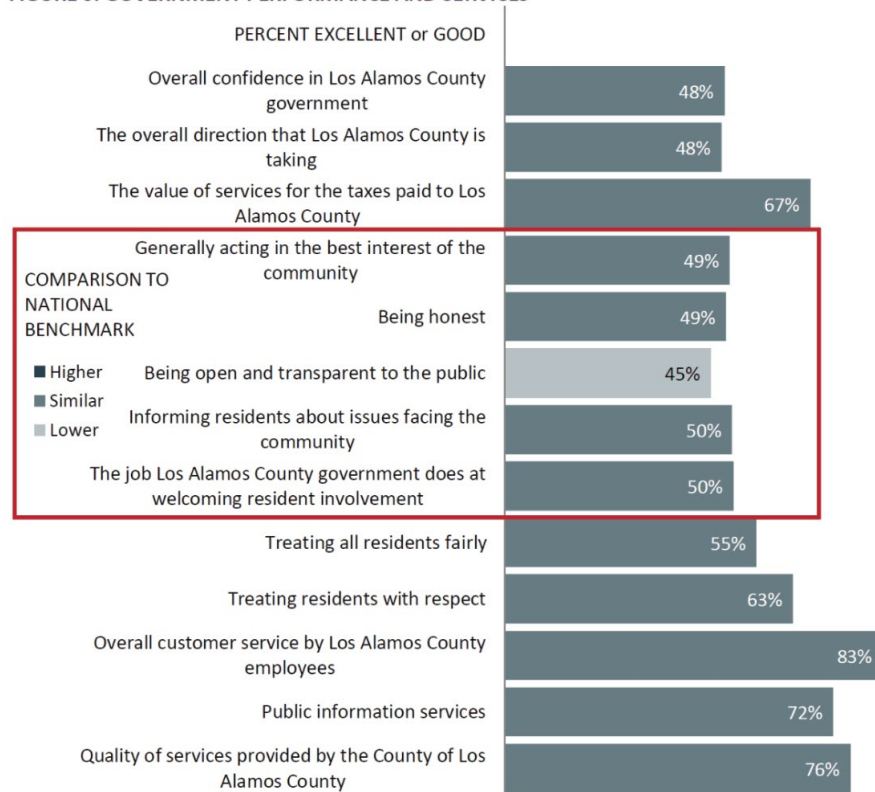
**Governance:** The NCS Report indicates that "[s]trong local governments produce results that meet the needs of residents while making the best use of available resources and are responsive to the present and future needs of the community as a whole."

The County's survey results indicate that less than 50 percent of Los Alamos residents feel that the County is acting in the best interest of the community, being honest, being open and transparent. Fifty percent feel that the County is informing them about issues and welcoming resident involvement.

This communication plan aims to promote and improve trust by clearly defining department services on the website, proactively informing, making documents available to the public, and soliciting and welcoming feedback (further detailed on page 19).

Figure 6 (right) is found on [page 7 of the NCS Report](#) (red box added for clarification)

FIGURE 6: GOVERNMENT PERFORMANCE AND SERVICES

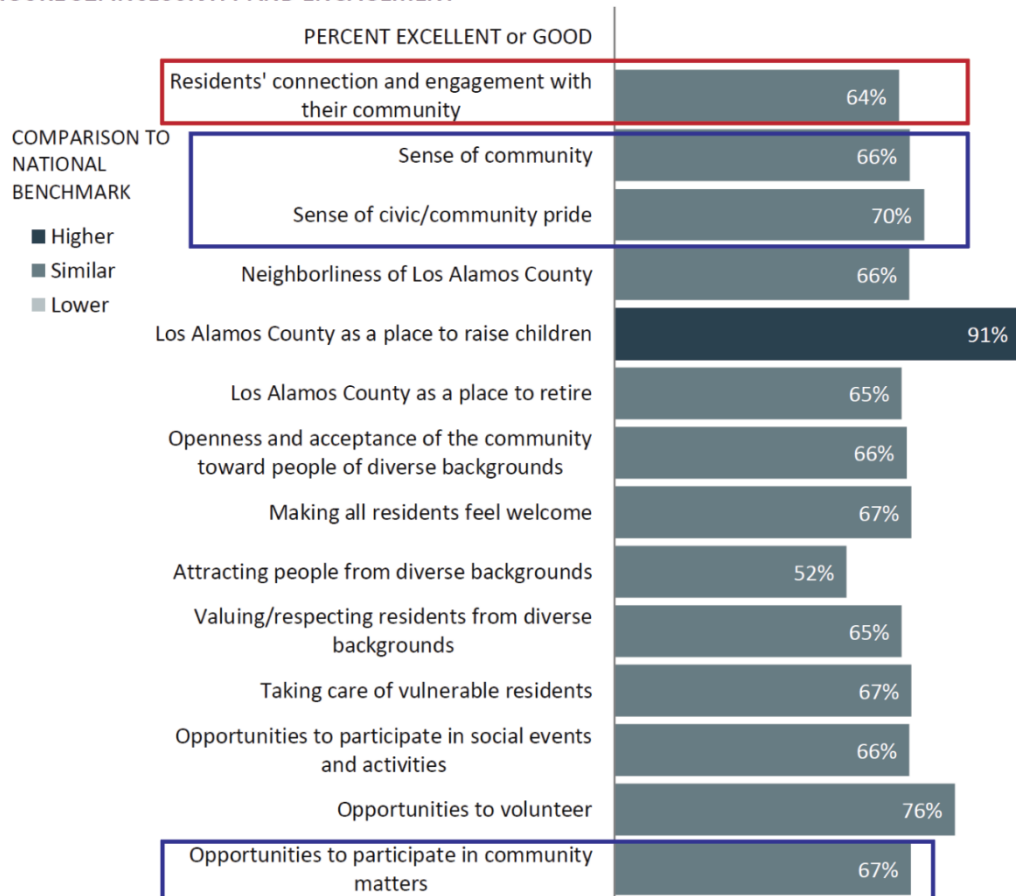


**Engagement:** According to the NCS report, “[i]nclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.” Results from the survey suggest that the majority (64 percent) of Los Alamos citizens feel **connected** and **engaged** with their community (red box below in figure 32). The sense of “community” and “civic/community pride” were at 66 percent and 70 percent, respectively and “opportunities to participate in community matters,” was at 67 percent (identified in blue boxes below in figure 32).

While these results are similar to other communities, this Plan will focus on improving engagement by actively promoting two-way communication, providing opportunities for citizen involvement and participation, and boosting community and pride (detailed on page 18).

Figure 32 is taken from the [NCS Report on page 24](#). (Below – red and blue boxes added for clarification).

**FIGURE 32: INCLUSIVITY AND ENGAGEMENT**

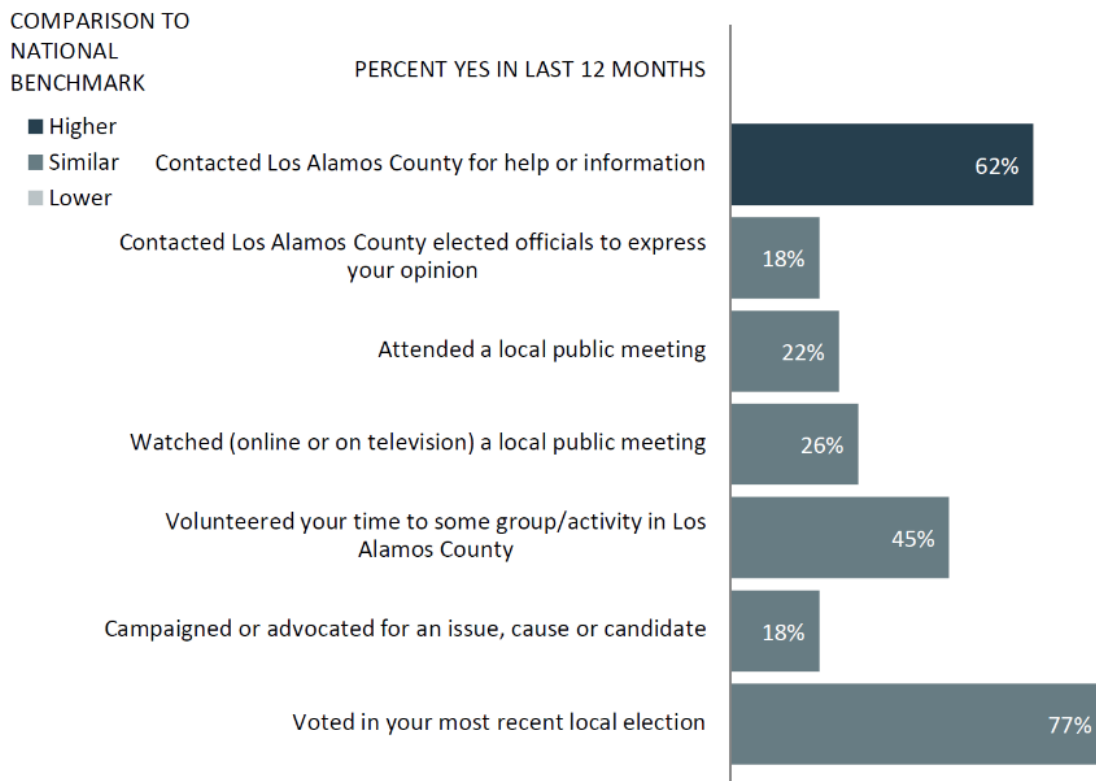


**Participation:** While residents said that opportunities to participate in community matters was high at 67 percent, actual participation levels in County government in the last 12 months (based on the date the survey was conducted) was low. Citizen responses ranged from 18 to 26 percent when asked if they contacted an elected official, attended a local public meeting, watched a local public meeting, campaigned, or advocated for an issue, cause, or candidate. (See figure 34 below)

This Plan will focus on exploring options to make participation easier in County government (discussed on page 19).

The following figure 34 (below) is taken from [page 26 of the NCS Report](#).

**FIGURE 34: RESIDENTS' PARTICIPATION LEVELS**

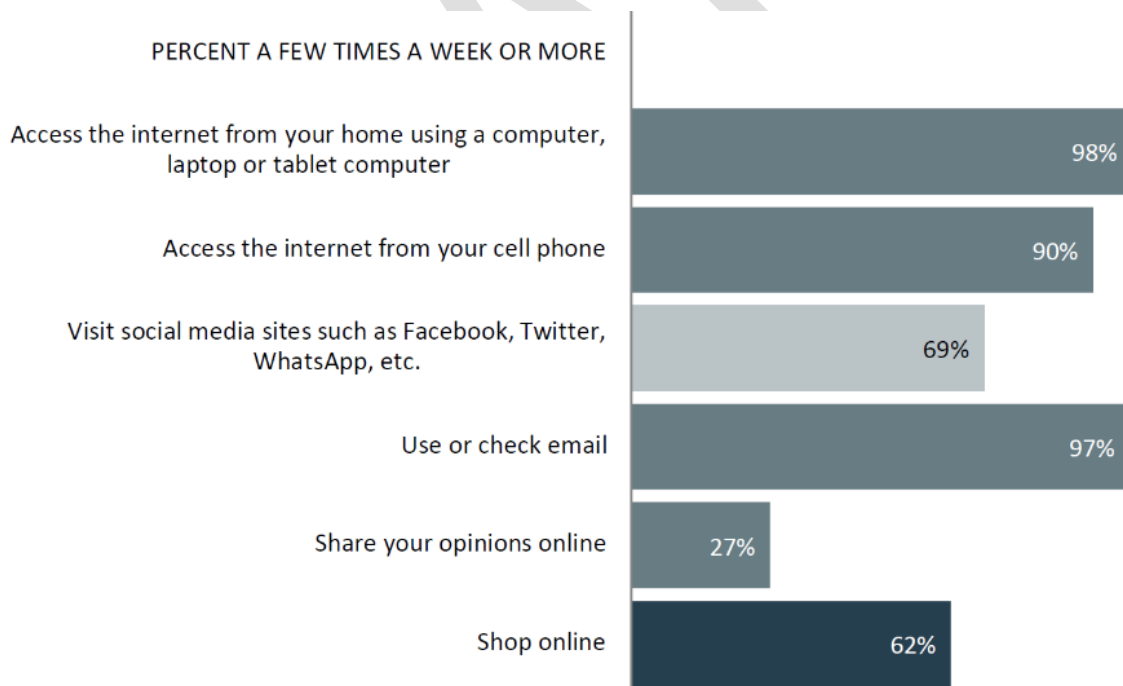


**Residents' General Use of Technology:** The NCS Report also indicates (see figure below) that 90+ percent of Los Alamos residents access the internet from a computer, laptop, tablet or cell phone and use email a few times a week or more, similar to the national benchmark. Only 27 percent indicate that they share opinions online a few times a week or more, also similar to the national average.

Interestingly, Social Media participation is lower than the national benchmark. However, at 69 percent it shouldn't be discounted as an opportunity for the County to reach and engage citizens.

Based on these results, there are opportunities for the County to enhance and improve engagement with citizens through the website, MyCivic 311 and Tyler Notify apps, E-Newsletters, and social media.

*The following is a continuation of figure 34 (below) found on [page 26 of the NCS Report](#) and described on page 27.*



## ROLE OF COMMUNICATIONS & PUBLIC RELATIONS TEAM

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The role of the Communication and Public Relations (CPR) team is to establish, nurture, and sustain a high level of trust in Los Alamos County government among residents, businesses, and other key stakeholders. The County must maintain its organizational integrity and a positive brand reputation through its strategic communication efforts.

CPR staff and empowered communication designees in each County department will act as a primary conduit for sharing timely, accurate, important, and relevant information to the individuals the County serves.

When developing campaigns and communications – CPR staff and designees will work with appropriate County employees to identify the:

**Audience and Context** (Exhibit A) – Who is the target audience and how do they stay informed and what is important to them?

**Outcome** – What is the desired outcome of the communication? (Informing, educating, involving, calling to action, instructional, encouraging.)

**Message** (Exhibit B) – Develop the right message that helps to

1. align and integrate the overall county goals and priorities,
2. instill trust,
3. provide clear, factual, effective, and timely information that is useful and engages the citizen.
4. Anticipate audience questions and try to proactively provide answers
5. Ensure the message adequately covers the Who, What, Where and Why

**Communication Channel** (Exhibit C) – What is the appropriate means of outreach for a specific audience? Use the communication vehicle(s) that is(are) most effective in reaching and targeting this audience.

**Listening Channels** (Exhibit D) – Important to provide listening mechanisms for interested community members to provide feedback and engage.

## **CPR ORGANIZATIONAL STRUCTURE**

Presently the CPR Division, comprising a staff of three, is structured with one Communication and Public Relations Manager and two Visual Information Specialists. A gap in the division structure is readiness and responsibility to serve as the acting CPR manager, especially in the event of an emergency response.

The CPR Division would benefit from evaluating workload assignments and priorities in coordination with existing job descriptions and partner positions in other divisions. A revised organizational structure would strengthen the ability to implement this Communication Plan with enhanced, proactive communications, branding, and expanded social media presence.

## **ACTIVE POLICIES**

The following policies are currently under the purview of the CPR Division and are scheduled to be reviewed annually with appropriate stakeholders and updated or revised as necessary.

- Website Management (new website project underway anticipated to launch in 2023. The policy will need to be updated to include additional web users trained in best practices.
- Facebook Policy (needs to be updated to include and manage other social media platforms, engage with the public, develop social media campaigns. A policy could be developed by April 2022, followed by training of Department social media users.)
- Branding (Training and materials exist. Set up annual refresher courses for users by June 2022.)
- Emergency Public Information Plan – Emergency Operation Center/Joint Information Center (Review and update the policy annually beginning in May 2022 with all relevant stakeholders.)

## PLAN IMPLEMENTATION/STRATEGY

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**Strategic Communication Planning Process** – Take every opportunity to educate the community on County services, initiatives and Council goals and priorities. CPR will implement this Plan by focusing on the following eight initiatives (described in further detail on the following pages):

1. Incorporate Council priorities into communication effort
2. Well informed county employees
3. Create opportunities for stakeholder participation and collaboration
4. Public Engagement
5. Build trust in the community
6. Social media
7. Reinforce brand identity
8. Review, update and measure progress and success

## 1. INCORPORATE COUNCIL PRIORITIES INTO COMMUNICATION EFFORT

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Incorporating Council goals and priorities into communications can help educate and inform residents to understand why and how public policy decisions are made, and why and how actions are implemented by County officials.

CPR staff will clearly and consistently incorporate Council goals and priorities in thoughtful, essential, and effective communications. They will be more prominently displayed on County website (home page as well as department pages), integrated into internal and external messages and communications, and shared with partner organizations. This coordination ensures consistency, strengthens strategic message delivery, and enhances mutual understanding.

1. **Meet monthly with Department Communication Designees:** Currently, each county department has a different staff member designated by the department director that independently communicates and coordinates messages to the public (issuing press releases, advertisements, media interviews, etc.). CPR staff will hold a meeting once a month for all the communication designees to collaborate and coordinate consistent, cohesive messaging. Council goals and priorities will be incorporated into core communications to regularly articulate how services and actions support these efforts. As each County department has a different mission, vision, and audience, this collaboration will also assist in reaching different segments of the community.
2. **Include Goals and Priorities on the website.** The webpage is the first place the public visits to learn about County services, initiatives, programs, projects and Council goals and priorities. Presently the Council goals and priorities are located only on Council webpage, which is a subpage of the website. CPR staff will coordinate with the communication designees to make the goals and priorities more prominent on the County home page and threaded throughout the various department pages.

Incidentally, Los Alamos County is currently negotiating with a vendor to redesign, enhance and host the county website. The purpose of the website project is to update the

County's web presence and incorporate the latest technology to make the site more transactional and mobile friendly for the web user.

3. **Social Media Campaigns.** Coordinate and create social media campaigns to educate the community on County services, initiatives and Council goals and priorities and how they benefit the community to increase presence and redirect public back to the website (to be discussed later in the Plan).

DRAFT

## **2. WELL INFORMED COUNTY EMPLOYEES**

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County employees that are informed on county initiatives, efforts, Council goals and priorities help to disseminate and repeat consistent messages to the public. Every interaction a staff member has with a Los Alamos citizen is an opportunity to educate and inform the public, whether it is through email, a phone call, or face-to-face interactions.

County employees want to be helpful and provide good information to members of the public. Working together with department's communication designees, CPR staff will work to ensure that open communication channels and resources exist for employees so that information flow is strengthened (informing and listening) - employees are informed, know where they can obtain information, and who they can talk to for additional information. Additionally, employees interacting with citizens are often the first to recognize an issue or identify a trend that requires attention. It is necessary to ensure that they know where and how to direct this feedback to be addressed and acted upon.

CPR staff will provide resources such as guidelines and materials (templates, frequently asked questions) to help promote best practices in communicating with the public, focusing on timeliness, factual, and valuable information. Moreover, CPR staff will also continue to support all the departments' communication needs following the rest of the Plan.

In collaboration with communication designees, CPR staff will seek input from county employees (meetings, internal surveys) to identify communication issues or areas of confusion for staff and look for procedures/methods to remove these communication obstacles.

As a practice, all departments and divisions should share department information, events, initiatives with other employees and County departments to maintain consistent messages with the community.

### 3. CREATE OPPORTUNITIES FOR STAKEHOLDER PARTICIPATION AND COLLABORATION

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CPR staff will encourage engagement through appropriate, two-way communication and opportunities for constructive feedback with public information officers associated with community stakeholders and the media.

- **Meet quarterly with Community Public Information Officers** (Stakeholder PIOs: LANL, DOE, NNSA, N3B, LAPS, LAMC, UNM LA)
  - To build relationships with other community PIOs.
  - Communicate/share important information, as well as goals and priorities
  - Look for opportunities to partner.
- **Meet biweekly with media:** Recognizing that the media is an important partner in keeping the public informed and educated, but also an important channel to provide feedback to the County on public perceptions and concerns.
  - County CPR and designees currently meet with media every other week to build trust, be transparent, share what's happening in county, answer questions, and listen to what media is saying is important in the community.

#### 4. PUBLIC ENGAGEMENT

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Use interactive communication approaches to maintain ongoing dialogue between the community and the County government. Provide opportunities for two-way communication where possible. Solicit feedback on how the County is doing and how it can best serve the community and its citizens. See Exhibits A, B, C and D to determine audiences, messaging, and communication channels/tools to make it easier for residents to engage with their local government, gain a better understanding of County services, and achieve greater consensus for programs.

Expand outreach to audiences in targeted areas and special groups. Use a variety of communication methods and leverage partnerships to reach a broader audience. Utilize the platforms the audience prefers to distribute information more effectively.

As the NCS reported that 67 percent of Los Alamos citizens perceived that there are opportunities to engage and participate in County government, only 22 percent attended a public meeting and 18 percent campaigned or advocated for an issue or cause.

Since citizens who participate in county activities have a greater sense of community and pride, wherever it is possible, the CPR staff and communication designees should look to incorporate engagement tools to make it easier for citizens to connect and participate. Such tools could include Open Forum, surveys, focus groups and social media platforms (possibly live streaming public meetings, events, or townhalls).

## 5. BUILD TRUST IN THE COMMUNITY

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According to the NCS Report, the County can do more to build trust in the community. Specifically, there is room for the County to improve the citizen perception that the County is acting in the best interest of the community, being honest, being open and transparent, informing residents about issues facing the community, and welcoming resident involvement.

Theoretically, government organizations that are transparent and responsive to constituents, build better understanding and trust. However, transparency can also lead to confusion and result in distrust if it is not easily understood. Therefore, government officials' focus should be "comprehensive in the sense that it touches upon the issues necessary to understand the actions taken by the government," when disclosing information to the public. (Porumbescu).

An example might be the County's disclosure that arsenic is in the drinking water at 4 parts per billion (ppb). A citizen, without context that the Environmental Protection Agency deems 4 ppb well below the maximum contaminant level and safe, might arrive at the conclusion that bottled water must be safer than tap water. Yet, several brands of bottled water have arsenic levels higher than 4 ppb. Since bottled water companies are not required to disclose this on the product packaging, citizens will place trust elsewhere, without the necessary information to draw a different conclusion.

When addressing trust, the medium for which citizens obtain government information can color their perceptions. Studies indicate that trust is not enhanced when information is disclosed to the public resulting from a Freedom of Information request (or in the case of Los Alamos, a request to Inspect Public Records). In contrast, a "strong relationship between citizens' use of e-government," can change perceptions of local government responsiveness and trustworthiness. In other words, information that is accessible on a government website, that clearly explains the role of government and how it responds and meets the needs of its citizens to improve "quality of life," better influences trust levels with citizens. (Porumbescu)

This Plan will address residents' responses in the NCS Report with the following to build a trusting relationship between the County and its citizens. The below is not to say that the County

has not already implemented these approaches, rather the CPR staff and communication designees will look for additional ways to improve or enhance these efforts.

1. Website: Los Alamos is in the process of updating its website. Attention will be focused to clearly define each County department's services and how it responds and meets the community's needs to improve quality of life (one of the four Council goals) as well as the other three goals and applicable council priorities.
2. Sunshine more:
  - a. Proactive in making documents public: Where appropriate make documents available on the website and to media with clear explanations of the actions taken by the County and why.
  - b. Proactive in informing: Where appropriate, be proactive in informing the community of issues that may affect citizens. This can be done on the website, press releases, social media or through other channels.
3. Solicit and welcome feedback: Listen to and solicit feedback from citizens and respond appropriately and courteously. Not responding can give the impression that citizen opinions are ignored. Multiple channels are available to listen to the community. Informing the community of how they can provide should be shared when communicating with the public.

## 6. SOCIAL MEDIA

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Currently, many County departments manage separate Facebook pages to amplify department press releases or messages. A few departments manage Instagram, Twitter, or NextDoor accounts. Some coordination occurs when one County department may request another County department to share a post to increase reach. On occasion, a Facebook post may also be shared on some of the local private or public Facebook community pages such as “Keep It Local” or “The Good, the Bad and the Ugly in Los Alamos,” again, to boost reach.

The County’s Facebook policy was developed in 2011 and then adopted in 2019. The approach was consistent with other communities in 2011 which was to create a page that was static; provide information to citizens and direct them to the website with minimal engagement. For example, Facebook direct messaging is discouraged in the County’s current policy. However, citizens expect to engage on social media platforms, including with their governments. Subsequently, hundreds of government agencies, including the New Mexico Governor, New Mexico Department of Health, American Red Cross, and the Federal Emergency Management Agency, are “embracing social media as a customer service tool that encourages one-on-one and one-to-many engagement and, more importantly, as a way to address concerns and solve problems. Social media has become for many the standard currency of government communication.” (Hsiung)

As the NCS Report found, 67 percent of Los Alamos citizens are on social media two or more times a week. CPR staff and communication designees have a significant opportunity to improve the quality, presence, and engagement with citizens on social media.

Los Alamos County is behind in its efforts to utilize and develop a comprehensive approach to engage its citizens in all the various social media platforms.

1. Replace the Facebook policy with a comprehensive social media policy by April 2022. This will require additional research and participation in webinars/workshops to develop a policy that is flexible to meet the needs of the County departments and citizens and complies with legal requirements and adheres to records retention laws.
2. Generate and provide annual training and education to understanding best practices to engage and develop social media campaigns in each of the platforms for CPR staff and

then department communication designees. (Coupling messaging with graphics, photos, video, live-streaming, listening ... while maintaining the County brand)

3. Incorporate Social Media advertising or “Boosting” to target specific audiences.
4. Subscribe to a social media management and scheduling program such as Hootsuite or Loomly.
5. Collaborate with other department communication designees to coordinate social media campaigns.

DRAFT

## 6. REINFORCE BRAND IDENTITY

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While branding in the private sector is about making a profit, branding for government organizations is about building trust. By using consistent voice, messaging, citizen experience, and logo, the county government builds and maintains a recognizable reputation based on its quality of services, customer service, initiatives, and accountability. (Blumenthal)

Specific objectives of government branding are as follows:

- **Unity:** A branded initiative shows a unity of purpose across the County services, providing consistent voice and cohesion between the County departments. It allows the citizens to know what to expect.
- **Visibility:** Public recognition and recall improves when linking County-funded services, initiatives, and programs with consistent use of the logo, font style and brand colors.
- **Credibility:** The clear identification of quality services, and superior customer service to a government brand will develop credibility and trust. (Reghunathan)

In 2016 Los Alamos County successfully rolled out a new logo, tagline, branding guidelines, and trained multiple employees on how and when to use the logo.

CPR staff will expand on this success to also promote unity, visibility, and credibility, in the following ways:

- Continue to empower and train employees (with annual refresher courses) to use the County logo, font, county colors and visual style correctly to promote visibility.
- Establish standardized communication steps, a writing style guide and train Communication department designees so that messages are written and conveyed in a consistent voice.
- Establish core messages, frequently asked questions around services, goals and priorities that can be shared and repeated to demonstrate unity and consistent customer experience.
- Recommend annual refresher courses on the County's customer service expectations for County employees, again to demonstrate unity and consistent customer experience.
- Develop social media campaigns around these core messages and coordinate with other county departments, linking back to County webpages. (An example of a successful

social media campaign is around the Pandemic, launched by the State of New Mexico. Messages were strategically launched at specific times, through different platforms – Facebook, Twitter, YouTube, Instagram - and through different Statement Departments, using the same images, messages, hashtags.)

- Utilize QR codes and URLs on the County give-away items (e.g. mugs, facemasks, pens, etc.) so that the recipient of the item can learn more about the County or specific County services, initiatives, programs, or events. Directing audiences to the website, social media, or a community calendar (like the <https://santafe.com/> calendar) also supports the County’s sustainability goals by keeping everything digital.

## **7. REVIEW, UPDATE, AND MEASUREMENT PROGRESS AND SUCCESS**

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CPR will review the communication plan every year for its effectiveness. It will assess what is working, what is not working and what adjustments need to be made.

CPR staff will measure the progress and success through quantitative and qualitative metrics. It will track metrics to evaluate (reference section) communication efforts and effectiveness to guide future communications programs and projects.

There are a variety of standard metrics, which will be used to track the success of the County's communication techniques. The CPR staff will evaluate metrics listed on the following pages on a regular basis and compare them to previous statistics to understand what techniques are working well and which need improvements, refinement, or further implementation.

Less standard metrics that are more challenging to monitor include behavior changes, attitude changes, and awareness changes. While these results provide a better understanding of outreach effectiveness, they can only be captured through surveys such as the 2020 NCS Report. CPR staff will include questions in future community surveys to gauge whether citizen perceptions are improving as it relates to trust in County government.

## QUANTITATIVE/QUALITATIVE METRICS

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CPR staff will determine appropriate benchmarks and goals to be reviewed quarterly for quantitative measure, and biennially for qualitative measures. Results will be reviewed upon the annual review of the Plan to assess whether the Plan is effectively achieving its objectives.

### **QUANTITATIVE**

**E-NEWSLETTERS** *(how effective are the E-newsletter communications and how can they be improved)*

- **Subscribers** The number of people who have signed up to receive the communication.
- **Open Rate** The average percentage of recipients who open the email or notification.
- **Click-Through Rate** The average percentage of recipients who click on an active link within the email or publication.

**WEBSITE** *(how effective is the website in how it is organized, are citizens finding the information they are looking for, and what information is most important to them.)*

- **Unique Visits** The number of distinct individuals visiting the site.
- **Page Views** The number of times a page on the site has been viewed.
- **Top Pages** The pages that are visited most frequently – the top 5-10 should be tracked regularly.
- **Bounce Rate** The percentage of people that navigate away from the site after only viewing one page. A lower bounce rate means that people are exploring the page and finding the information they need.
- **Search Terms** The more frequently a term is searched, the more likely it is that visitors are not finding what they need and suggest it may need to be displayed more prominently.

**SOCIAL MEDIA** *(how effective are the social media posts, campaigns and how can they be improved)*

- **Followers** The number of people who subscribe to, and follow, the County's pages.
- **Engagement** The number of people who act by interacting with the County's

- pages including likes, comments, tags, or shares.
- **Reach** The number of people who saw the County’s posts.

## **OTHER METRICS**

- After implementation of MyCivic 311 and Tyler Notify apps –
  - Quantity of and types of community issues
- Event and forum attendance

## **QUALITATIVE**

Qualitative measures will be assessed through periodic surveys either with the National Community Survey or other survey instrument. Effectiveness of the Plan will be gauged based on improving Los Alamos’ citizens perceptions to the following metrics from the County’s 2020 results. The goal is to increase the percentage of residents that trust and engage with the county but to also have a higher percentage than the national benchmark for similar communities.

## **TRUST**

- County is acting in the best interest of the community,
- County is honest,
- County is open and transparent
- County informs citizens about issues, and
- County welcomes resident involvement.

## **ENGAGEMENT**

- Contacted the County for help or information
- Contacted an elected official,
- Attended a local public meeting,
- Watched a local public meeting,
- Campaigned, or advocated for an issue, cause, or candidate
- Volunteered time to some group or activity, and
- Voted in the most recent election.

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## **Exhibit A: Audiences**

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Internal County departments and subsets
- Los Alamos citizens and subsets
- Los Alamos businesses and subsets
- Commuters (external to the community – going to work at LANL/LACO/LANB/LAPS/LAMC)
- Businesses outside of community – doing business with LANL
- Tourists (Where Discoveries Are Made)
- Developers/investors/potential new businesses

## **Exhibit B: Types of Messages**

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

### **Internal Communication**

#### **Community/Non-Community-Based Communication (community/non-community based)**

##### **Day-to-Day Communication**

1. County services provided,
2. How County is focused on improving the community
3. How interested individuals can communicate/engage

##### **Project/event Specific Communication**

1. Communication the who, what, where, when why of the project or event.
2. Include logistics and impacts to the public
3. Incorporate council goals and priorities.

##### **Emergency Communication**

4. Inform - facts
5. Don't panic audience
6. Give directions -

##### **External community communication (where discoveries are made)**

7. Tourists
8. Business Associates

## **Exhibit C: Communication Channels**

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic and are not meant to be all inclusive. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Traditional Media (Local/Regional)
  - Press Release
  - Media Advisory
  - Interview
  - Op-Eds
  - Paid advertisements (print and digital)
  - Printed newspaper inserts
- Website
- Intranet and Main Distribution Email (internal messages for County staff)
- Social Media platforms
  - Facebook
  - NextDoor
  - Twitter
  - Instagram
  - Reddit
  - LinkedIn
  - YouTube
  - Tik Tok
- Email Outreach
  - E-Newsletters
  - Email distribution lists (e.g. Horse Stable Association, DPU customers)
- Direct Mail Pieces
- Utility Bill Inserts
- LANL bulletins (emailed)
- Chamber bulletin (email addresses) to reach business community
- LAPS newsletter to parents

- FYI Los Alamos (calendar)
- Emergency Outreach
  - CODE RED
  - Call/Text-em-all
  - Electronic message board (Traffic & Streets/LANL)
- Public Meetings (in-person or virtual)
- Town Halls (in-person or virtual)

DRAFT

## **Exhibit D: Listening Channels**

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic and are not meant to be all inclusive. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Public meetings (in-person or virtual)
- Town halls (in-person or virtual)
- Council/Board Meetings
- Farmers Market
- Email designated to collect feedback
- Letters to the editors
- Social Media direct messages and posts
- Surveys
- Open Forum
- MyCivic 311 and Tyler Notify apps

CPR staff will work with County department directors and staff to support soliciting citizens' suggestions and feedback, where appropriate when County is developing policies, procedures, and programs. Additionally, CPR staff will work with department directors and staff to improve responsiveness to citizen input.

## **Attachment F**

### **Broadband – current status**

#### **FY2021 Strategic Priority:**

**Improving access to high quality broadband.** Enabling reliable high-speed broadband service throughout the county by determining appropriate investments (e.g., conduct a community needs analysis, evaluate technical options).

During the FY2022 budget hearings, Council approved a new Broadband Manager position. Council also approved a budget option in the amount of \$500,000 for the following:

**Using the prior 2013 broadband analysis as a baseline, develop updated community broadband conceptual designs. This design work should provide 2 concepts, one where the infrastructure and service delivery is all from the County, and a second that provides for public/private partnerships on the infrastructure and service delivery.**

In December 2021, the Broadband Manager position was filled. Staff expects to bring forward the draft scope of work for this design effort for Council review and approval in the near future.

Over the past year, staff has also been discussing middle-mile opportunities with both LANL and San Ildefonso Pueblo representatives.



**The National Community Survey™**

# **Los Alamos County, NM**

*Community Livability Report  
2020*

# Contents

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# About The NCS™

The National Community Survey™ (The NCS™) report is about the “livability” of Los Alamos County. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions considering ten central facets of a community:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts and Culture
- Inclusivity and Engagement



The Community Livability Report provides the opinions of a representative sample of 600 residents of Los Alamos County. The margin of error around any reported percentage is 4% for all respondents and the response rate for the 2020 survey was 36%. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

# Overview of Results

## **Residents enjoy a high quality of life and feel safe in their community.**

At least 8 in 10 survey respondents gave excellent or good ratings to the overall quality of life in Los Alamos County and the County as a place to live; a similar percentage reported that they would recommend living in Los Alamos County to someone who asks and plan to remain in the County for the next five years. These ratings were all on par with ratings given in other communities across the nation.

Safety is a contributing factor to the community's livability and Los Alamos County residents reported strong feelings of safety and high evaluations of safety-related services. Nearly all residents gave positive evaluations of their overall feeling of safety, and similar percentages reported feeling very or somewhat safe in the County's downtown/commercial area during the day as well as from property or violent crime; each of these ratings were higher than the national comparisons. Not surprisingly, at least 85% of respondents gave excellent or good marks to police services, crime prevention, ambulance or emergency medical services, fire services and fire prevention and education. Each of these aforementioned services were rated similar to the national averages with the exception of crime prevention, which was higher.

## **While Los Alamos County's economy is strong, residents are concerned about the cost of living and the impacts of COVID-19 on their economic future.**

Ratings of Los Alamos County's overall economic health were positive, with 7 in 10 respondents offering high ratings than were similar to the national comparisons. Further, the County as a place to work was rated higher than the national comparison (with 8 in 10 offering positive ratings) and employment opportunities were seen as positive by one-third of respondents (similar to national comparison).

Amidst these strong ratings, aspects of the economy related to cost of living and housing affordability were rated positively by fewer than 20% of respondents and lower than the national comparisons). Further, the economic outlook of Los Alamos County residents is lower than the 5-year national average with only 13% feeling the economy will have a positive impact on their income (although impacts of the COVID-19 pandemic should be taken into consideration).

Residents were very supportive of the local government changing policies and ordinances to help support restaurants and retailers during the pandemic. Use of vacant lots for outdoor dining, creating parklets or small areas on street for retails, changing zoning requirements for food trucks, and selling liquor on to-go orders was supported by at least three-fourths of survey respondents.

More than two-thirds of the residents surveyed supported the use of public health measures such as mandatory temperature checks and face masks enforcement to help control the spread of the virus and keep the economy open.

## **Residents appreciate their neighborhoods and public places where they spend time, but feel the community is lacking areas of economic development and growth.**

About 9 in 10 residents gave positive ratings to their neighborhood as a place to live and 7 in 10 gave positive ratings to public places where they want to spend time, both ratings that were higher than those given in communities across the nation. Alternately, fewer than half gave positive ratings to economic development, shopping opportunities and the quality and variety of business and service establishments in Los Alamos County.

Further, only 3 in 10 or fewer gave positive ratings to well-planned residential and commercial growth and the overall quality of new development; each of these aspects of community design were rated lower than the national comparisons.

## **The COVID-19 pandemic is having the strongest impacts on residents' mental health.**

While COVID-19 is a physical health risk, its impacts are also felt in the areas of emotional and economic health of households across the country. When asked about their household's biggest COVID-19 related problems, residents expressed the largest amount of concern over a variety of emotional health issues. Not knowing when pandemic will end, isolation, anxiety and boredom were the most common problems reported in the survey. Physical health and economic factors affected a significantly smaller proportion of households at the time the surveys were completed.

## **Los Alamos residents give high scores to the natural environment in their community.**

Nearly all (95%) of survey respondents rated the overall quality of the natural environment as excellent or good in Los Alamos County; a rating above the national benchmark. Water resources, air quality and the preservation of natural areas also received very strong quality ratings with more than 80% of residents providing positive ratings. These scores also exceeded the national norm.

# Facets of Livability

Ratings of importance were compared to ratings of quality to help guide County staff and officials with decisions on future resource allocation and strategic planning areas. When competition for limited resources demands that efficiencies or cutbacks be instituted, it is wise not only to know what facets are deemed most important to residents' quality of life, but which among the most important are perceived to be of relatively lower quality in your community. It is these facets of community livability – more important facets perceived as being of lower quality – to which attention needs to be paid first.

		QUALITY		
		LOWER	SIMILAR	HIGHER
IMPORTANCE	HIGHER			
	SIMILAR		<ul style="list-style-type: none"> <li>• Economy</li> <li>• Community Design</li> <li>• Utilities</li> <li>• Parks and Recreation</li> <li>• Health and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Natural Environment</li> </ul>
	LOWER		<ul style="list-style-type: none"> <li>• Education, Arts and Culture</li> <li>• Mobility</li> <li>• Inclusivity and Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> </ul>

**FIGURE 1: QUALITY OF FACETS OF LIVABILITY- SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall economic health of Los Alamos County	↔	70%
Overall quality of the transportation system in Los Alamos County	↔	84%
Overall design or layout of Los Alamos County's residential and commercial areas	↔	55%
Overall quality of the utility infrastructure in Los Alamos County	↔	73%
Overall feeling of safety in Los Alamos County	↑	97%
Overall quality of natural environment in Los Alamos County	↑	95%
Overall quality of parks and recreation opportunities	↔	87%
Overall health and wellness opportunities in Los Alamos County	↔	78%
Overall opportunities for education, culture, and the arts	↔	70%
Residents' connection and engagement with their community	↔	64%

**FIGURE 2: IMPORTANCE OF FACETS OF LIVABILITY- SUMMARY**

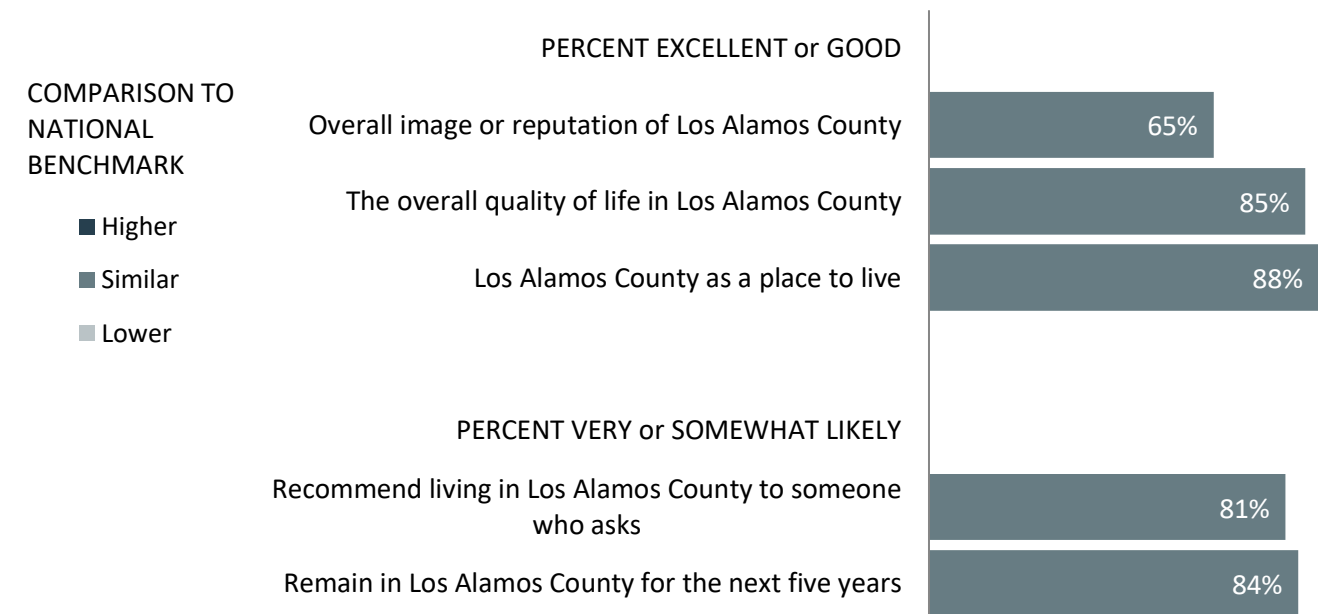
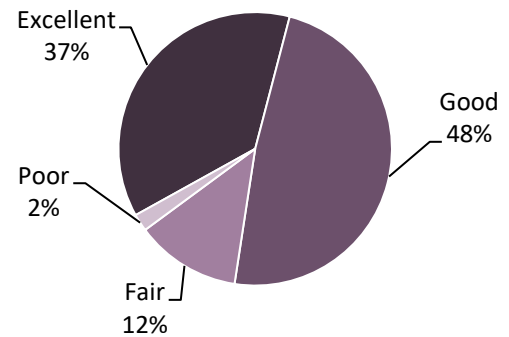
Percent essential or very important	Comparison to benchmark	2020 rating
Overall economic health of Los Alamos County	↔	90%
Overall quality of the transportation system in Los Alamos County	↓	67%
Overall design or layout of Los Alamos County's residential and commercial areas	↔	73%
Overall quality of the utility infrastructure in Los Alamos County	↔	84%
Overall feeling of safety in Los Alamos County	↓↓	73%
Overall quality of natural environment in Los Alamos County	↔	80%
Overall quality of parks and recreation opportunities	↔	74%
Overall health and wellness opportunities in Los Alamos County	↔	75%
Overall opportunities for education, culture, and the arts	↓	70%
Residents' connection and engagement with their community	↓↓	63%

# Quality of Life

*Measuring community livability starts with assessing the quality of life of those who live there, and ensuring that the community is attractive, accessible, and welcoming to all.*

**FIGURE 3: QUALITY OF LIFE IN LOS ALAMOS COUNTY**

## OVERALL QUALITY OF LIFE IN LOS ALAMOS COUNTY



**FIGURE 4: QUALITY OF LIFE IN LOS ALAMOS COUNTY - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall image or reputation of Los Alamos County	↔	65%
The overall quality of life in Los Alamos County	↔	85%
Los Alamos County as a place to live	↔	88%

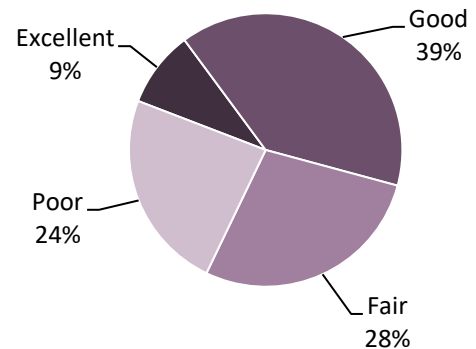
**FIGURE 5: RECOMMEND LOS ALAMOS COUNTY - SUMMARY**

Percent very or somewhat likely	Comparison to benchmark	2020 rating
Recommend living in Los Alamos County to someone who asks	↔	81%
Remain in Los Alamos County for the next five years	↔	84%

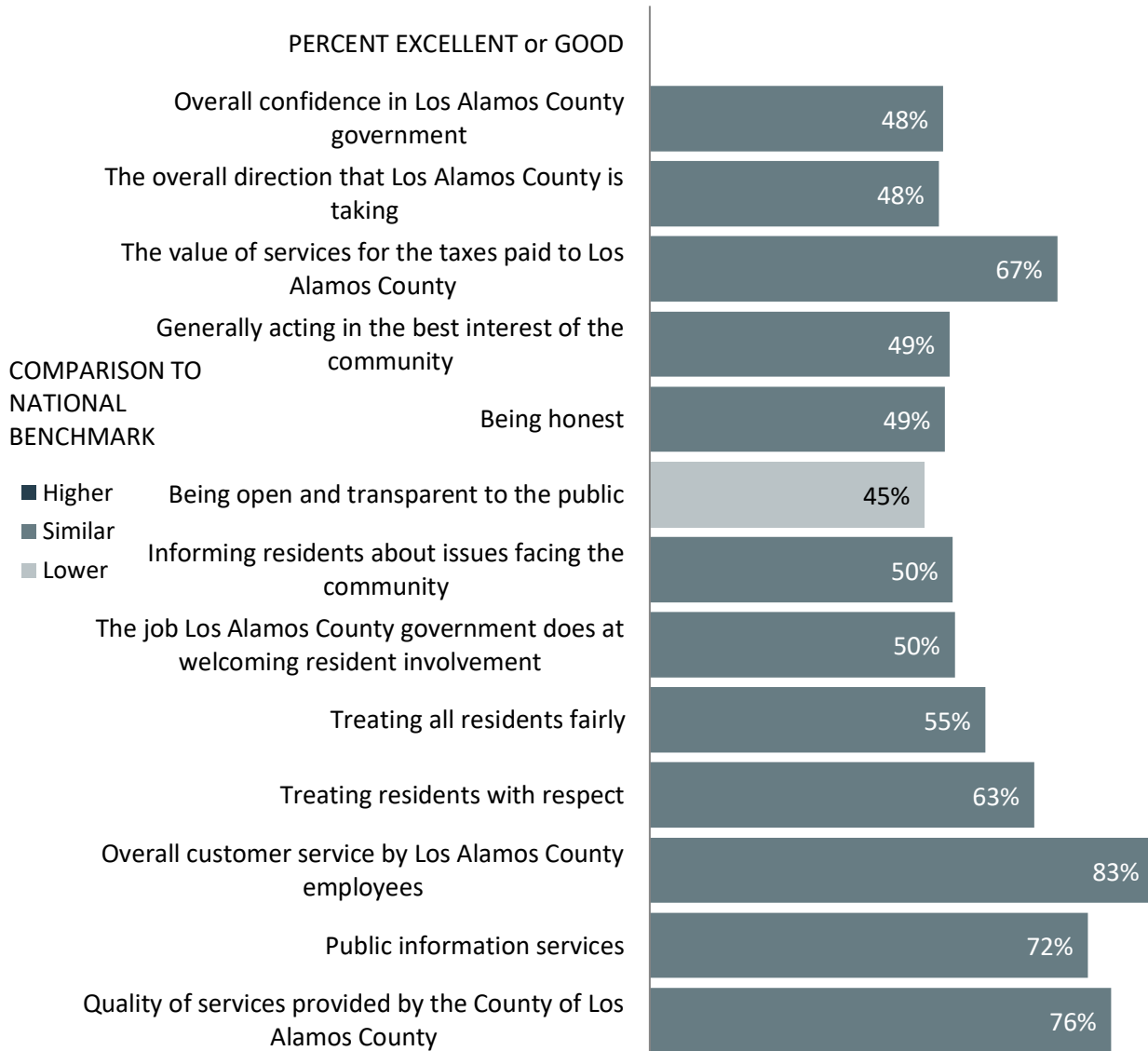
# Governance

*Strong local governments produce results that meet the needs of residents while making the best use of available resources, and are responsive to the present and future needs of the community as a whole.*

## OVERALL CONFIDENCE IN LOS ALAMOS COUNTY GOVERNMENT



**FIGURE 6: GOVERNMENT PERFORMANCE AND SERVICES**



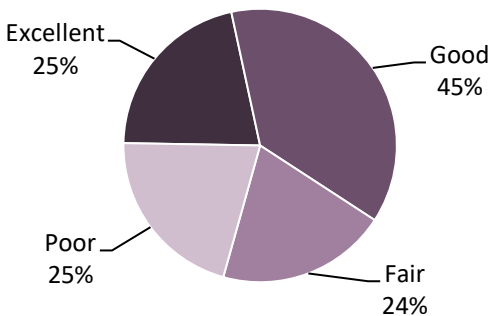
**FIGURE 7: GOVERNMENT PERFORMANCE AND SERVICES - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall confidence in Los Alamos County government	↔	48%
The overall direction that Los Alamos County is taking	↔	48%
The value of services for the taxes paid to Los Alamos County	↔	67%
Generally acting in the best interest of the community	↔	49%
Being honest	↔	49%
Being open and transparent to the public	↓	45%
Informing residents about issues facing the community	↔	50%
The job Los Alamos County government does at welcoming resident involvement	↔	50%
Treating all residents fairly	↔	55%
Treating residents with respect	↔	63%
Overall customer service by Los Alamos County employees	↔	83%
Public information services	↔	72%
Quality of services provided by Los Alamos County	↔	76%

# Economy

*Local governments work together with private and nonprofit businesses, and with the community at large, to foster sustainable growth, create jobs, and promote a thriving local economy.*

OVERALL ECONOMIC HEALTH OF LOS ALAMOS COUNTY



What impact, if any, do you think the economy will have on your family income in the next 6 months?

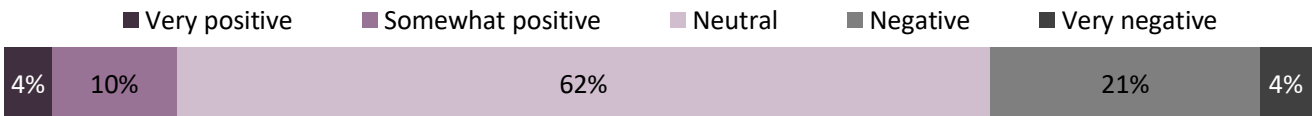
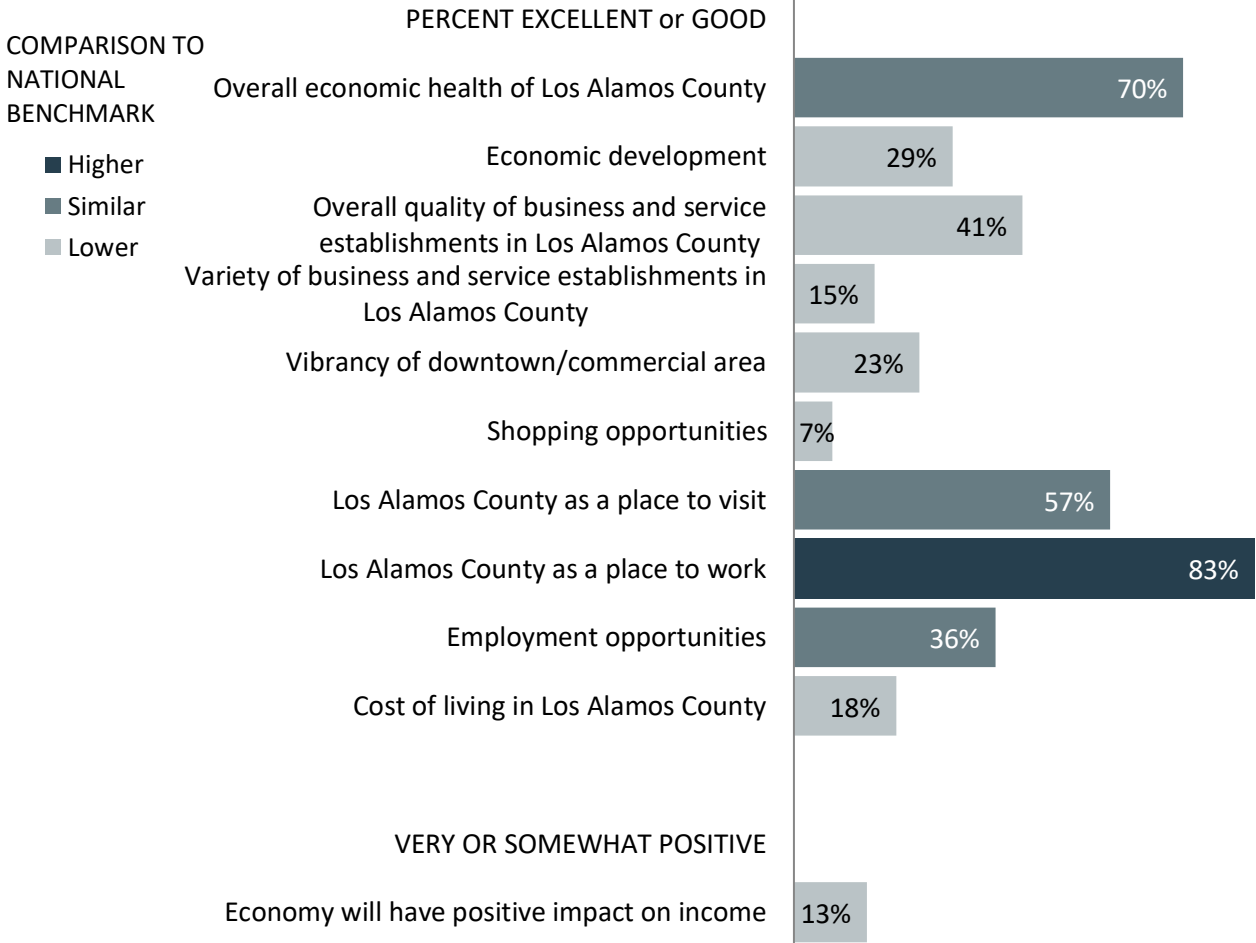


FIGURE 8: ECONOMIC HEALTH



**FIGURE 9: ECONOMIC HEALTH - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall economic health of Los Alamos County	↔	70%
Economic development	↓	29%
Overall quality of business and service establishments in Los Alamos County	↓	41%
Variety of business and service establishments in Los Alamos County	↓↓	15%
Vibrancy of downtown/commercial area	↓	23%
Shopping opportunities	↓↓	7%
Los Alamos County as a place to visit	↔	57%
Los Alamos County as a place to work	↑	83%
Employment opportunities	↔	36%
Cost of living in Los Alamos County	↓	18%

**FIGURE 10: ECONOMIC IMPACT - SUMMARY**

Percent very or somewhat positive	Comparison to benchmark	2020 rating
Economy will have positive impact on income	↓	13%

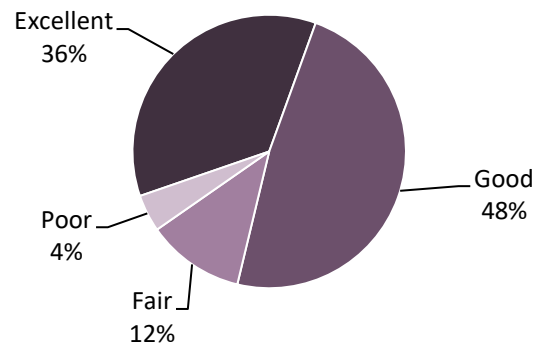
**FIGURE 11: HOUSING COST - SUMMARY**

Percent for whom housing costs are NOT 30% or more of household income	Comparison to benchmark	2020 rating
NOT experiencing housing costs stress	↑	83%

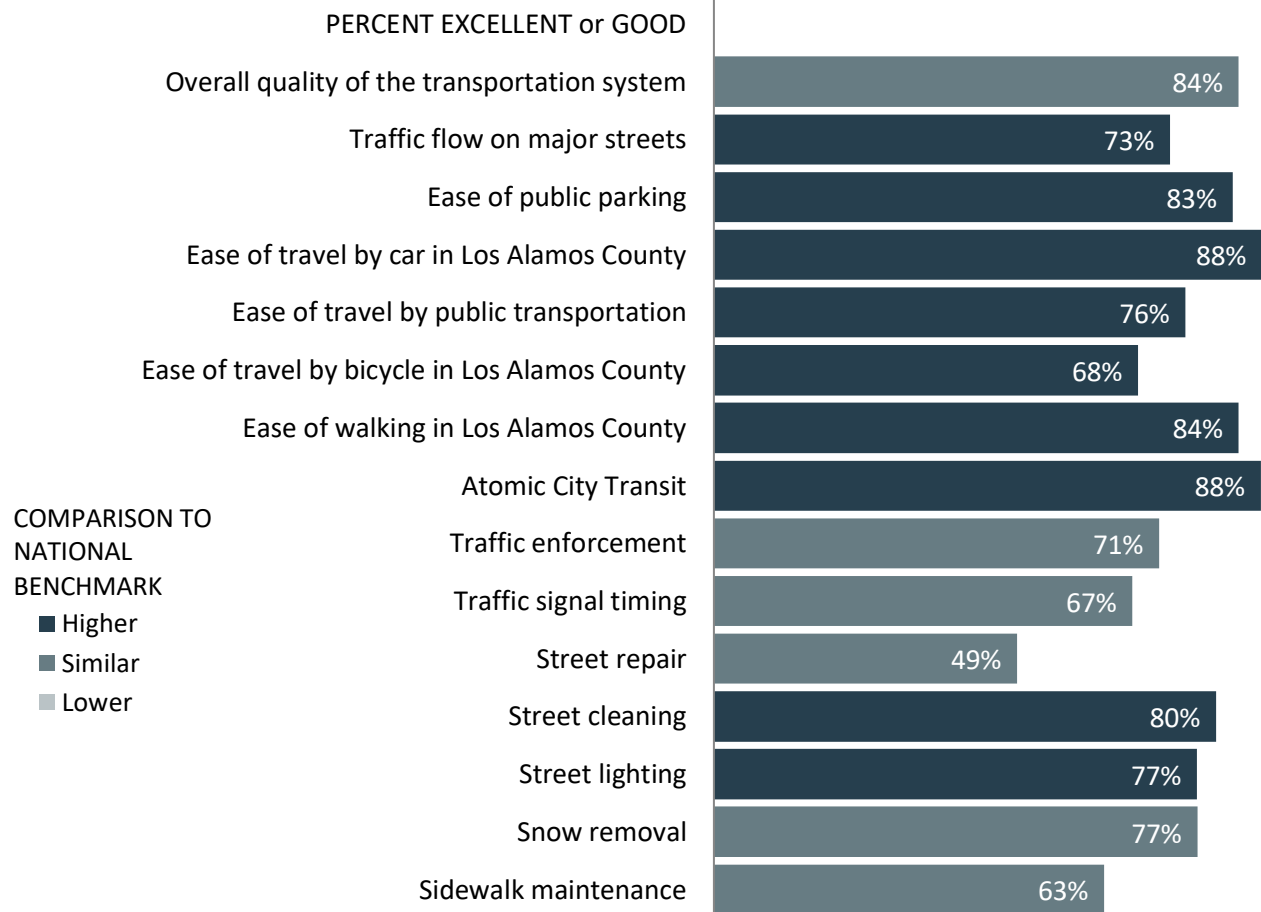
# Mobility

*The ease with which residents can move about their communities, whether for commuting, leisure, or recreation, plays a major role in the quality of life for all who live, work and play in the community.*

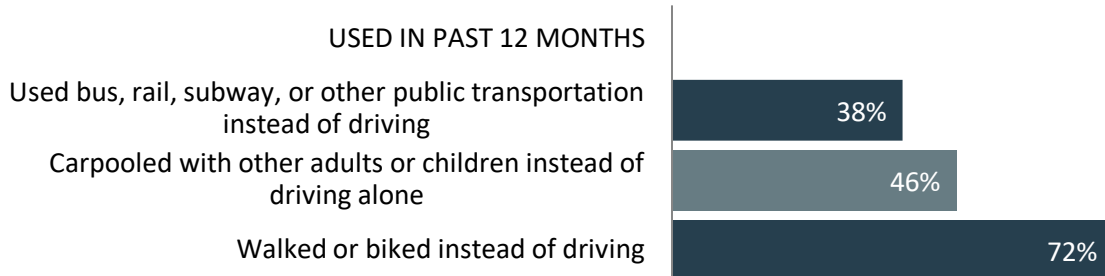
## OVERALL QUALITY OF THE TRANSPORTATION SYSTEM IN LOS ALAMOS COUNTY



**FIGURE 12: MOBILITY IN LOS ALAMOS COUNTY**



**FIGURE 13: USE OF ALTERNATIVE TRANSPORTATION MODES**



**FIGURE 14: MOBILITY IN LOS ALAMOS COUNTY - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall quality of the transportation system in Los Alamos County	↔	84%
Traffic flow on major streets	↑	73%
Ease of travel by car in Los Alamos County	↑	88%
Ease of travel by public transportation in Los Alamos County	↑↑	76%
Ease of travel by bicycle in Los Alamos County	↑	68%
Ease of walking in Los Alamos County	↑	84%
Ease of public parking	↑↑	83%
Atomic City Transit	↑↑	88%
Traffic enforcement	↔	71%
Traffic signal timing	↔	67%
Street repair	↔	49%
Street cleaning	↑	80%
Street lighting	↑	77%
Snow removal	↔	77%
Sidewalk maintenance	↔	63%

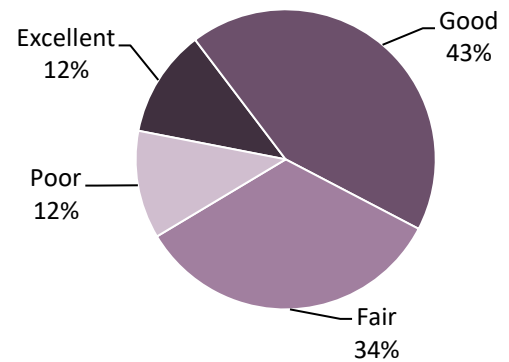
**FIGURE 15: USE OF ALTERNATIVE TRANSPORTATION MODES - SUMMARY**

Percent who did this in past 12 months	Comparison to benchmark	2020 rating
Used bus, rail, subway, or other public transportation instead of driving	↑	38%
Carpooled with other adults or children instead of driving alone	↔	46%
Walked or biked instead of driving	↑	72%

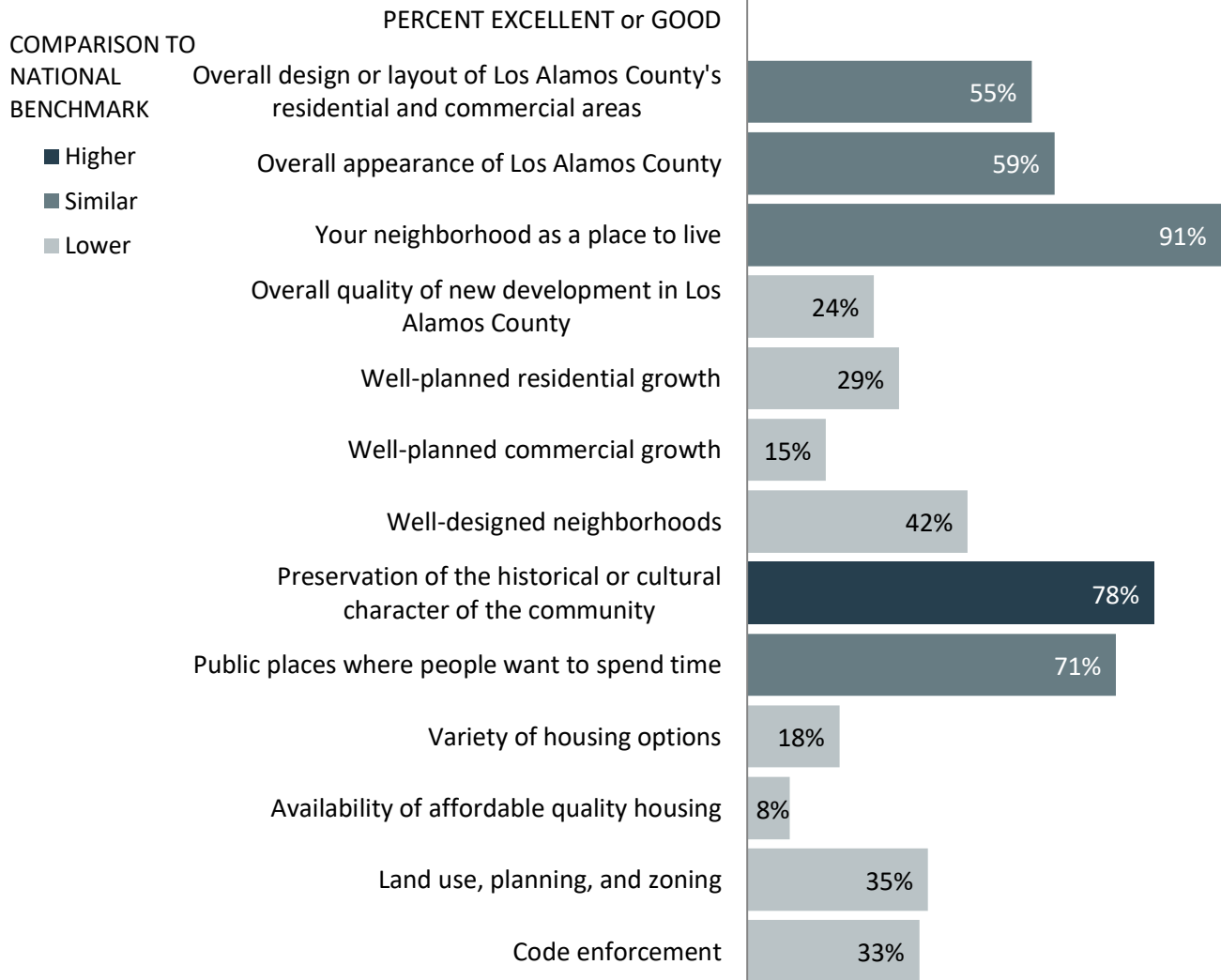
# Community Design

*A well-designed community enhances the quality of life for its residents by encouraging smart land use and zoning, ensuring that affordable housing is accessible to all, and providing access to parks and other green spaces.*

**OVERALL DESIGN OR LAYOUT OF LOS ALAMOS COUNTY'S RESIDENTIAL AND COMMERCIAL AREAS**



**FIGURE 16: COMMUNITY DESIGN**



**FIGURE 17: COMMUNITY DESIGN - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall design or layout of Los Alamos County's residential and commercial areas	↔	55%
Overall appearance of Los Alamos County	↔	59%
Your neighborhood as a place to live	↔	91%
Overall quality of new development in Los Alamos County	↓↓	24%
Well-planned residential growth	↓	29%
Well-planned commercial growth	↓↓	15%
Well-designed neighborhoods	↓	42%
Preservation of the historical or cultural character of the community	↑	78%
Public places where people want to spend time	↔	71%
Variety of housing options	↓↓	18%
Availability of affordable quality housing	↓↓	8%
Land use, planning, and zoning	↓	35%
Code enforcement	↓	33%

# Utilities

*Services such as water, gas, electricity, and internet access play a vital role in ensuring the physical and economic health and well-being of the communities they serve.*

## OVERALL QUALITY OF THE UTILITY INFRASTRUCTURE IN LOS ALAMOS COUNTY

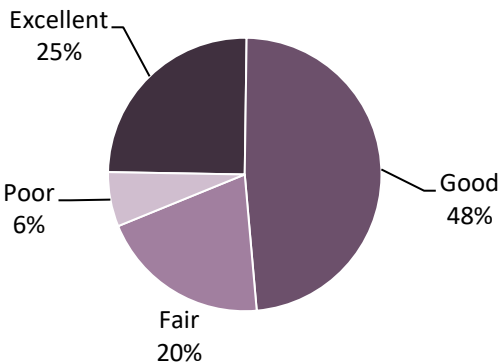


FIGURE 18: UTILITES

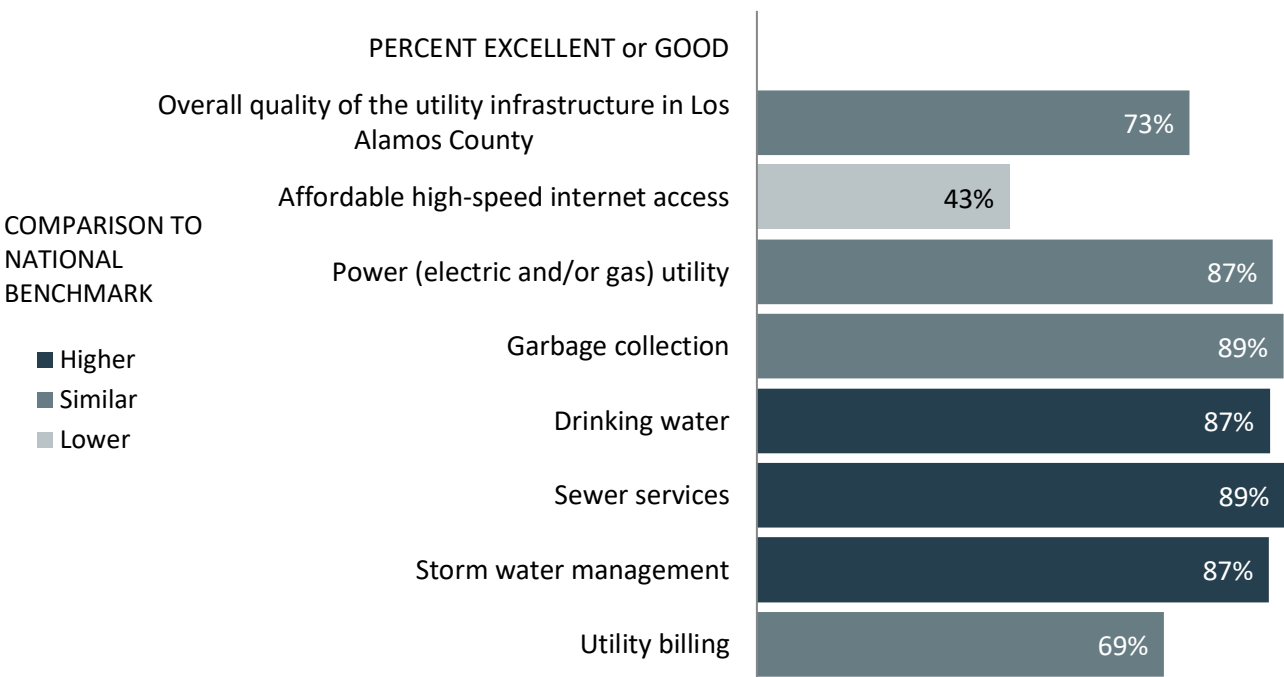


FIGURE 19: UTILITES - SUMMARY

Percent excellent or good	Comparison to benchmark	2020 rating
Overall quality of the utility infrastructure in Los Alamos County	↔	73%
Affordable high-speed internet access	↓	43%
Power (electric and/or gas) utility	↔	87%
Garbage collection	↔	89%
Drinking water	↑	87%
Sewer services	↑	89%
Storm water management	↑	87%
Utility billing	↔	69%

# Safety

*Public safety is often the most important task facing local governments. All residents should feel safe and secure in their neighborhoods and in the greater community, and providing robust Safety-related services is essential to residents' quality of life.*

OVERALL FEELING OF SAFETY IN LOS ALAMOS COUNTY

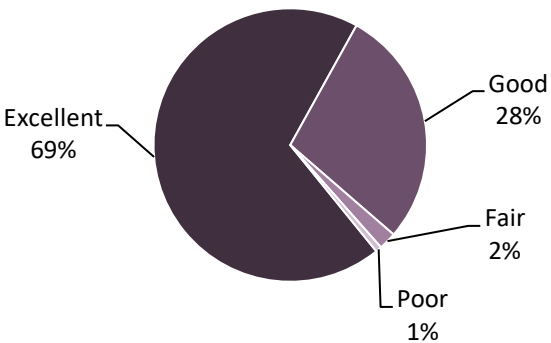
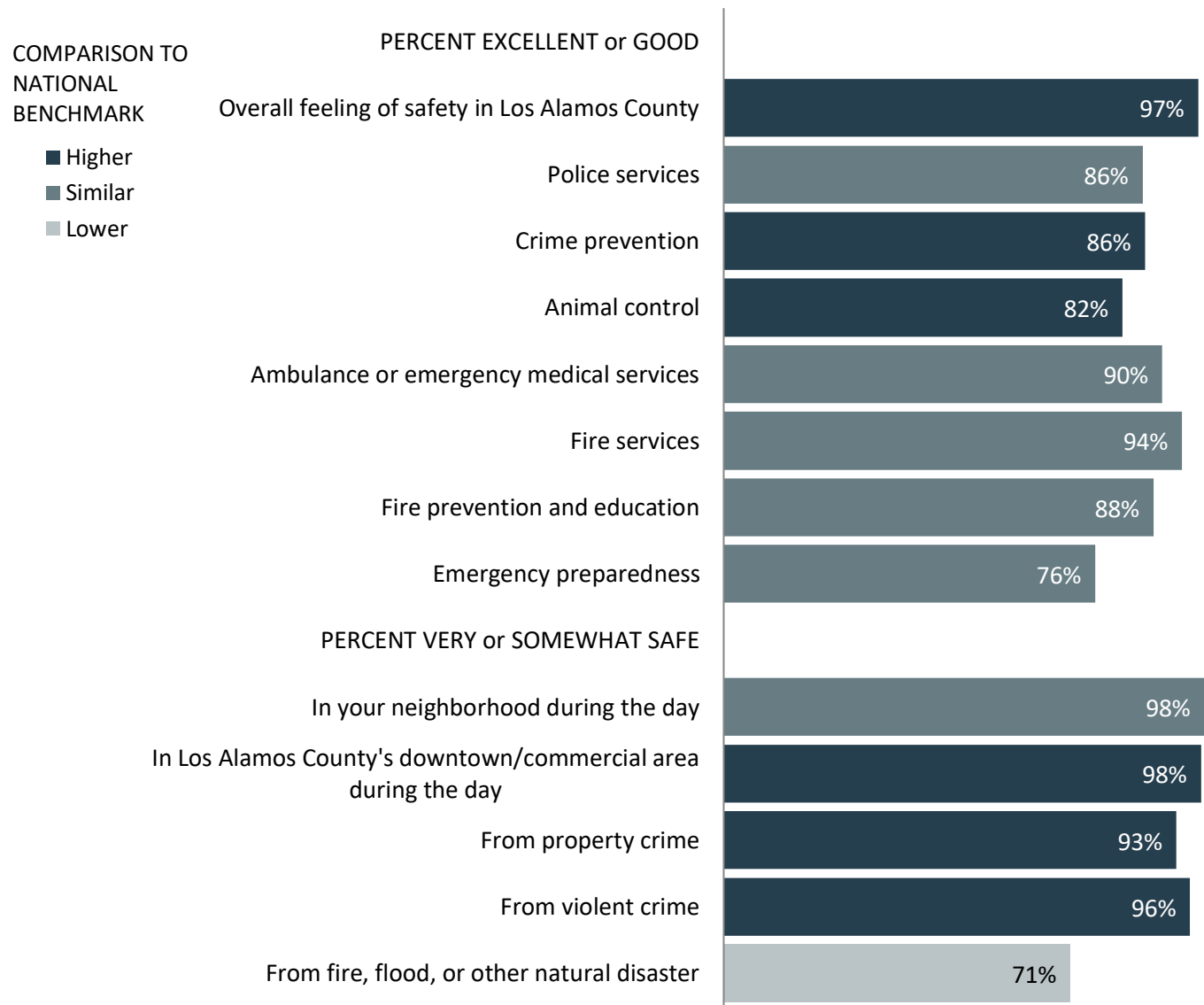


FIGURE 20: SAFETY IN LOS ALAMOS COUNTY



**FIGURE 21: SAFETY-RELATED SERVICES - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall feeling of safety in Los Alamos County	↑	97%
Police services	↔	86%
Crime prevention	↑	86%
Animal control	↑	82%
Ambulance or emergency medical services	↔	90%
Fire services	↔	94%
Fire prevention and education	↔	88%
Emergency preparedness	↔	76%

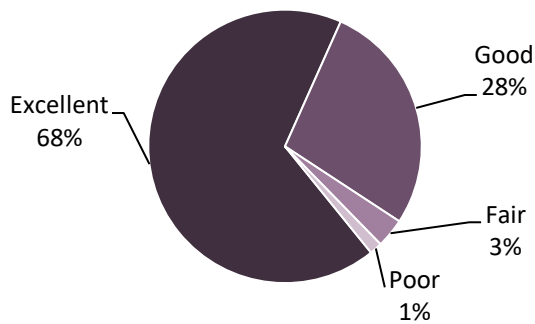
**FIGURE 22: FEELINGS OF SAFETY- SUMMARY**

Percent who feel very or somewhat safe	Comparison to benchmark	2020 rating
In your neighborhood during the day	↔	98%
In Los Alamos County's downtown/commercial area during the day	↑	98%
From property crime	↑	93%
From violent crime	↑	96%
From fire, flood, or other natural disaster	↓	71%

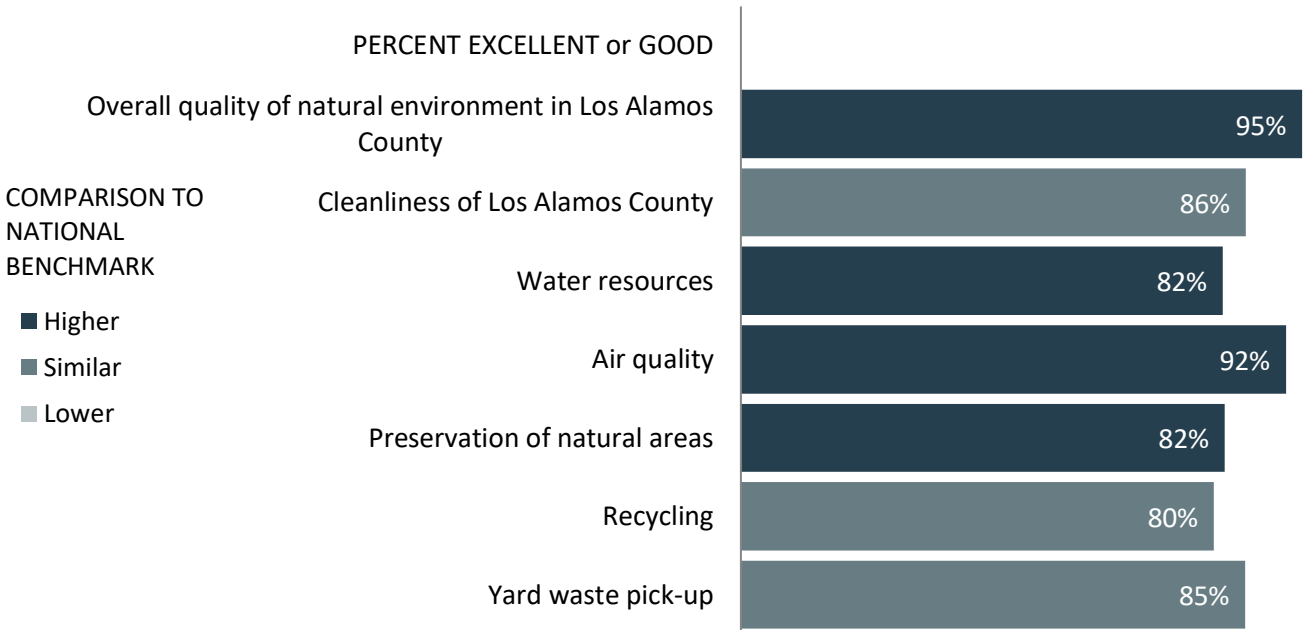
# Natural Environment

*The natural environment plays a vital role in the health and well-being of residents. The natural spaces in which residents live and experience their communities has a direct and profound effect on quality of life.*

## OVERALL QUALITY OF NATURAL ENVIRONMENT IN LOS ALAMOS COUNTY



**FIGURE 23: NATURAL ENVIRONMENT**



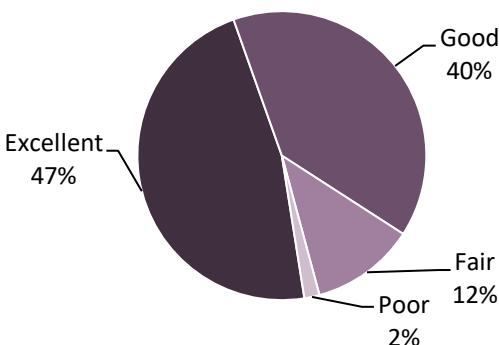
**FIGURE 24: NATURAL ENVIRONMENT - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall quality of natural environment in Los Alamos County	↑	95%
Cleanliness of Los Alamos County	↔	86%
Water resources	↑	82%
Air quality	↑	92%
Preservation of natural areas	↑	82%
Recycling	↔	80%
Yard waste pick-up	↔	85%

# Parks and Recreation

*"There are no communities that pride themselves on their quality of life, promote themselves as a desirable location for businesses to relocate, or maintain that they are environmental stewards of their natural resources, without such communities having a robust, active system of parks and recreation programs for public use and enjoyment."*  
*- National Recreation and Park Association*

## OVERALL QUALITY OF PARKS AND RECREATION OPPORTUNITIES IN LOS ALAMOS COUNTY



**FIGURE 25: PARKS AND RECREATION**



**FIGURE 26: PARKS AND RECREATION - SUMMARY**

Percent excellent or good	Comparison to benchmark	2020 rating
Overall quality of parks and recreation opportunities	↔	87%
Availability of paths and walking trails	↑	86%
County parks	↔	87%
Recreational opportunities	↔	58%
Recreation programs or classes	↔	70%
Recreation centers or facilities	↔	70%
Fitness opportunities	↔	80%

# Health and Wellness

*The characteristics of and amenities available in the communities in which people live has a direct impact on the health and wellness of residents, and thus, on their quality of life overall.*

HEALTH AND WELLNESS OPPORTUNITIES  
IN LOS ALAMOS COUNTY

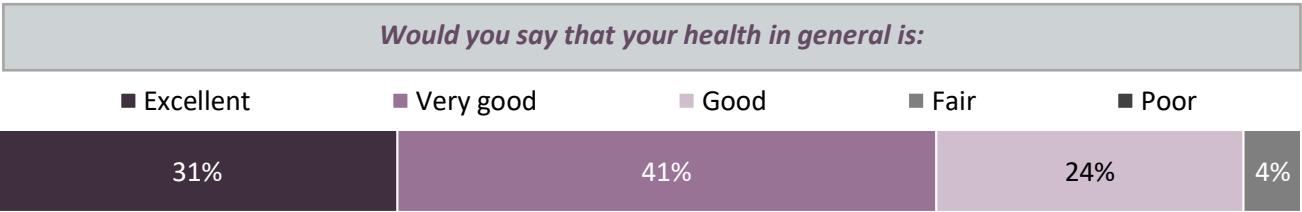
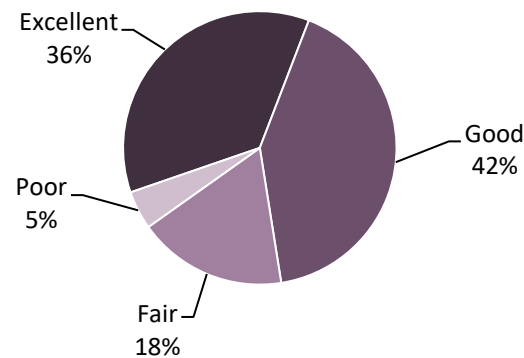


FIGURE 27: HEALTH AND WELLNESS

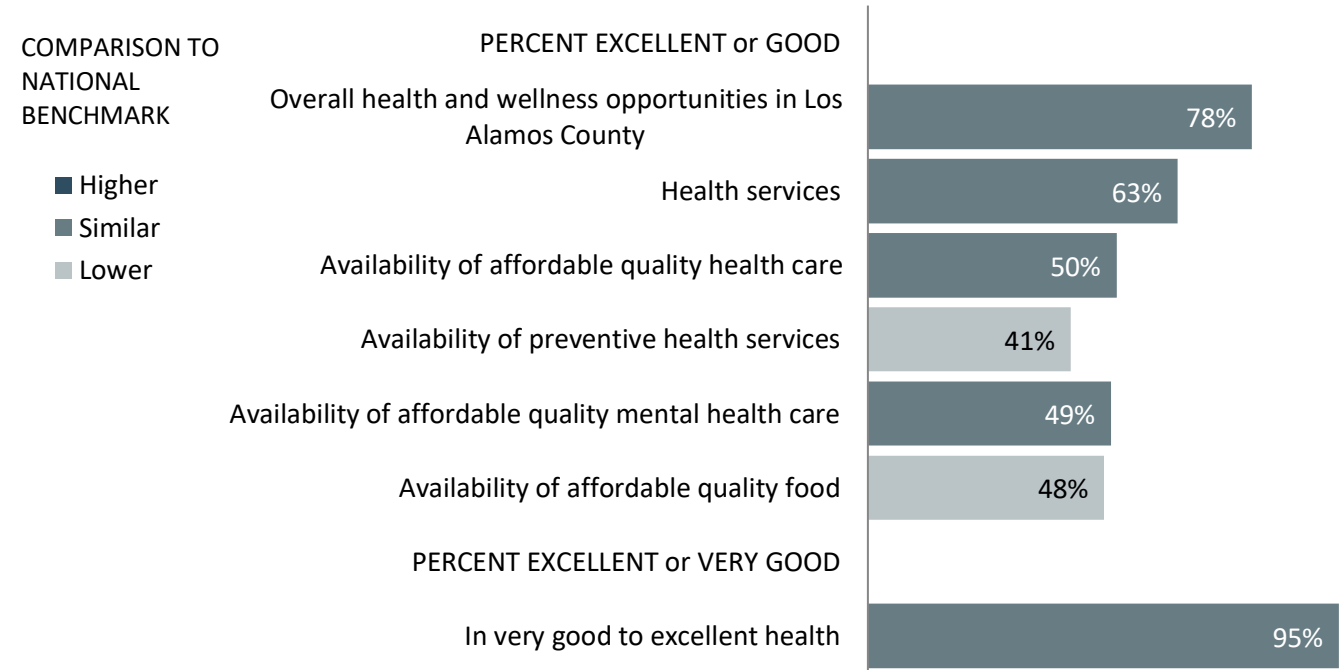


FIGURE 28: HEALTH AND WELLNESS - SUMMARY

Percent excellent or good	Comparison to benchmark	2020 rating
Overall health and wellness opportunities in Los Alamos County	↔	78%
Health services	↔	63%
Availability of affordable quality health care	↔	50%
Availability of preventive health services	↓	41%
Availability of affordable quality mental health care	↔	49%
Availability of affordable quality food	↓	48%

**FIGURE 29: PERSONAL HEALTH - SUMMARY**

	Comparison to benchmark	2020 rating
In very good to excellent health	↔	95%

# Education, Arts, and Culture

*Participation in the arts, in educational opportunities, and in cultural activities is linked to increased civic engagement, greater social tolerance, and enhanced enjoyment of the local community.*

OVERALL OPPORTUNITIES FOR EDUCATION, CULTURE, AND THE ARTS IN LOS ALAMOS COUNTY

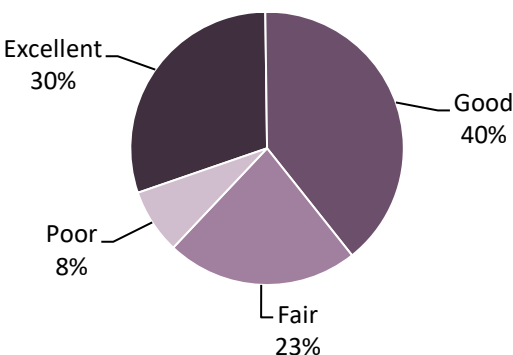
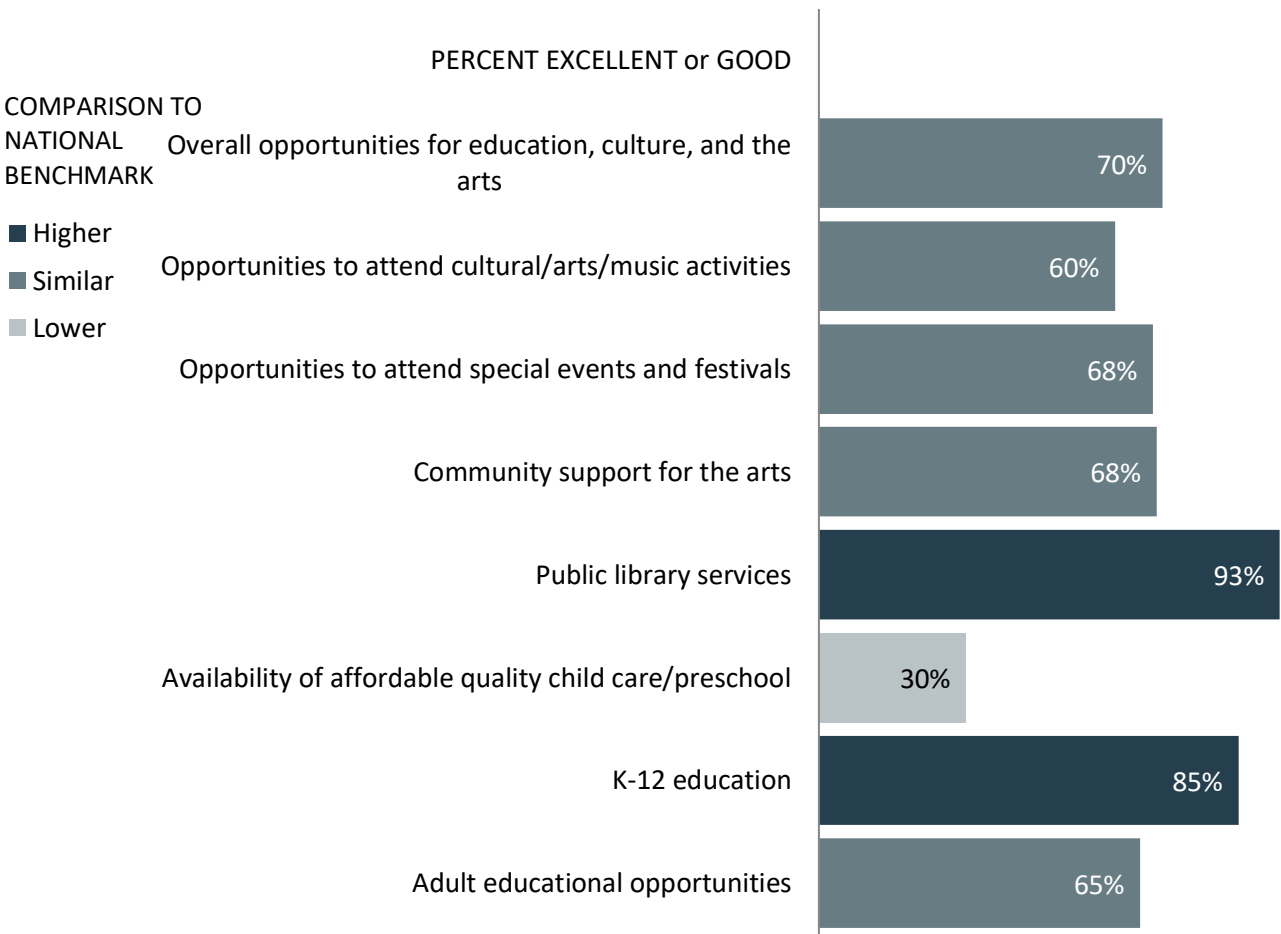


FIGURE 30: EDUCATION, ARTS AND CULTURE



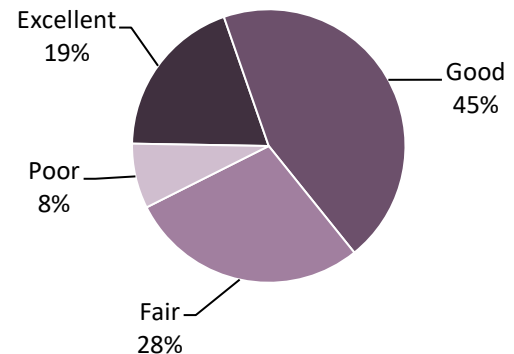
**FIGURE 31: EDUCATION, ARTS AND CULTURE - SUMMARY**

<b>Percent excellent or good</b>	<b>Comparison to benchmark</b>	<b>2020 rating</b>
Overall opportunities for education, culture, and the arts	↔	70%
Opportunities to attend cultural/arts/music activities	↔	60%
Opportunities to attend special events and festivals	↔	68%
Community support for the arts	↔	68%
Public library services	↑	93%
Availability of affordable quality child care/preschool	↓	30%
K-12 education	↑	85%
Adult educational opportunities	↔	65%

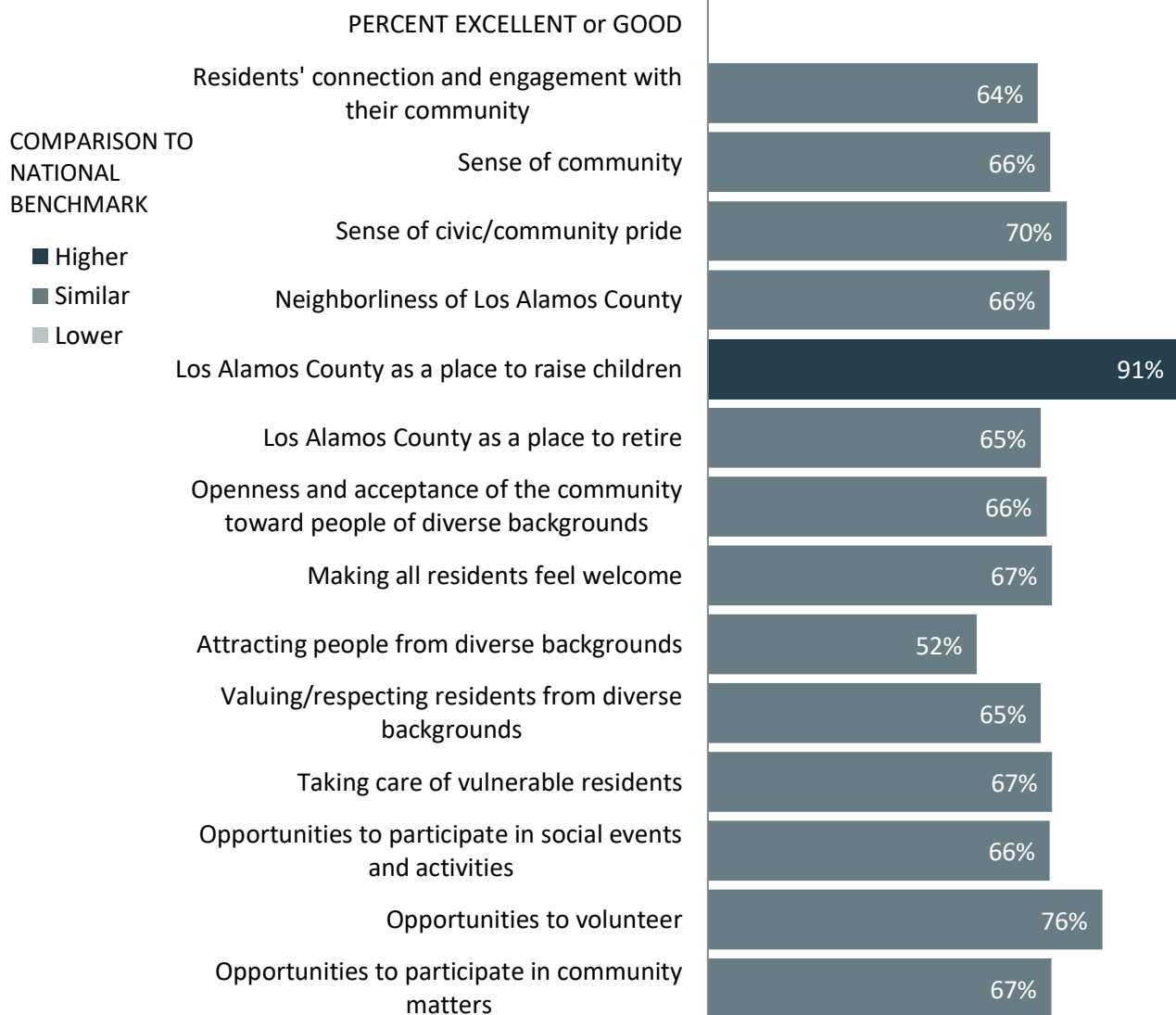
# Inclusivity and Engagement

*Inclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.*

## RESIDENTS' CONNECTION AND ENGAGEMENT WITH THEIR COMMUNITY



**FIGURE 32: INCLUSIVITY AND ENGAGEMENT**



**FIGURE 33: INCLUSIVITY AND ENGAGEMENT - SUMMARY**

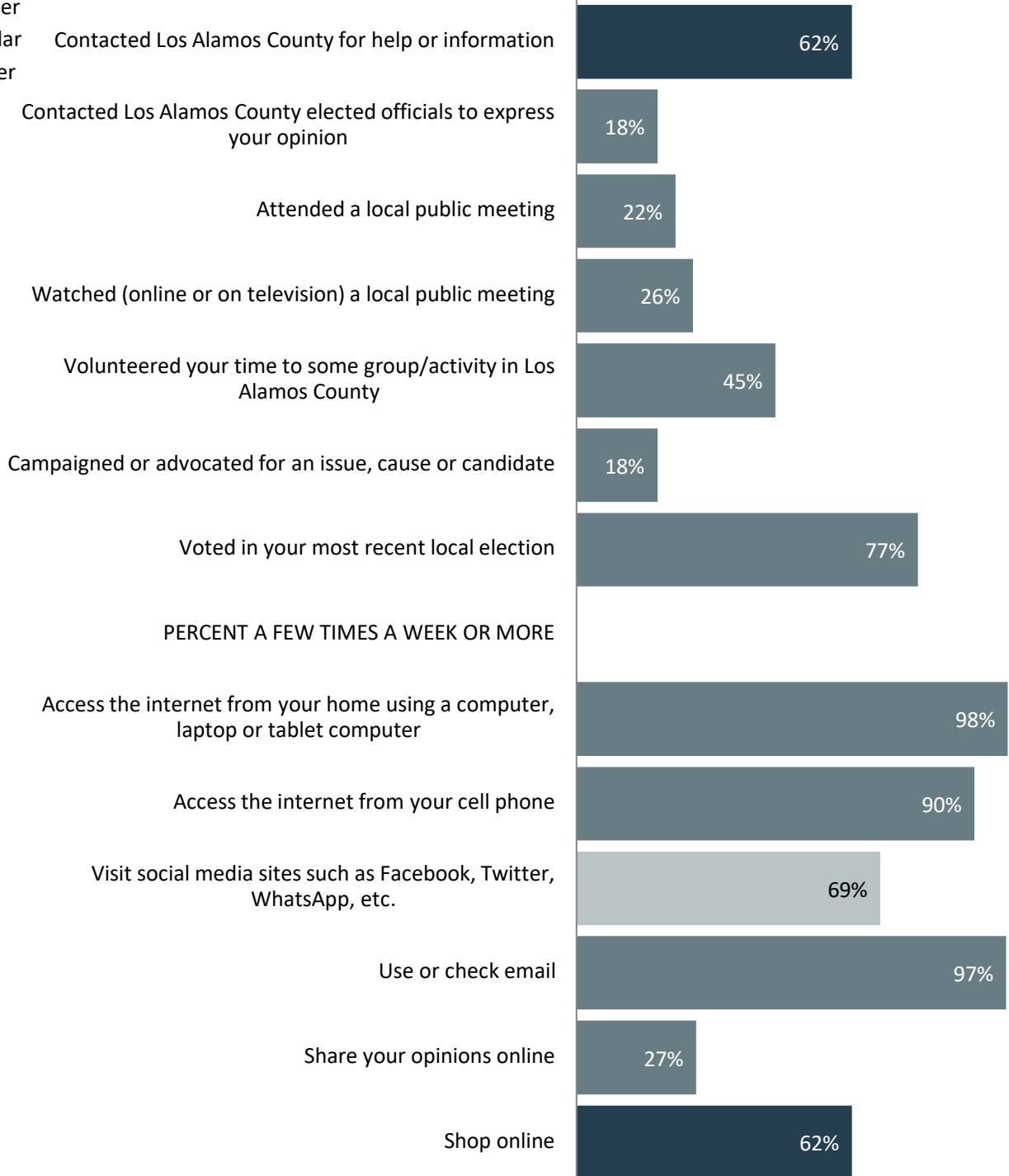
Percent excellent or good	Comparison to benchmark	2020 rating
Residents' connection and engagement with their community	↔	64%
Sense of community	↔	66%
Sense of civic/community pride	↔	70%
Neighborliness of Los Alamos County	↔	66%
Los Alamos County as a place to raise children	↑	91%
Los Alamos County as a place to retire	↔	65%
Openness and acceptance of the community toward people of diverse backgrounds	↔	66%
Making all residents feel welcome	↔	67%
Attracting people from diverse backgrounds	↔	52%
Valuing/respecting residents from diverse backgrounds	↔	65%
Taking care of vulnerable residents	↔	67%
Opportunities to participate in social events and activities	↔	66%
Opportunities to volunteer	↔	76%
Opportunities to participate in community matters	↔	67%

**FIGURE 34: RESIDENTS' PARTICIPATION LEVELS**

COMPARISON TO  
NATIONAL  
BENCHMARK

- Higher
- Similar
- Lower

PERCENT YES IN LAST 12 MONTHS



**FIGURE 35: RESIDENTS' PARTICIPATION IN LAST 12 MONTHS- SUMMARY**

Percent who had done each in last 12 months	Comparison to benchmark	2020 rating
Contacted Los Alamos County for help or information	↑	62%
Contacted Los Alamos County elected officials to express your opinion	↔	18%
Attended a local public meeting	↔	22%
Watched (online or on television) a local public meeting	↔	26%
Volunteered your time to some group/activity in Los Alamos County	↔	45%
Campaigned or advocated for an issue, cause or candidate	↔	18%
Voted in your most recent local election	↔	77%

**FIGURE 36: RESIDENTS' GENERAL USE OF TECHNOLOGY- SUMMARY**

Percent who report doing each at least a few times a week	Comparison to benchmark	2020 rating
Access the internet from your home using a computer, laptop or tablet computer	↔	98%
Access the internet from your cell phone	↔	90%
Visit social media sites such as Facebook, Twitter, WhatsApp, etc.	↓	69%
Use or check email	↔	97%
Share your opinions online	↔	27%
Shop online	↑	62%

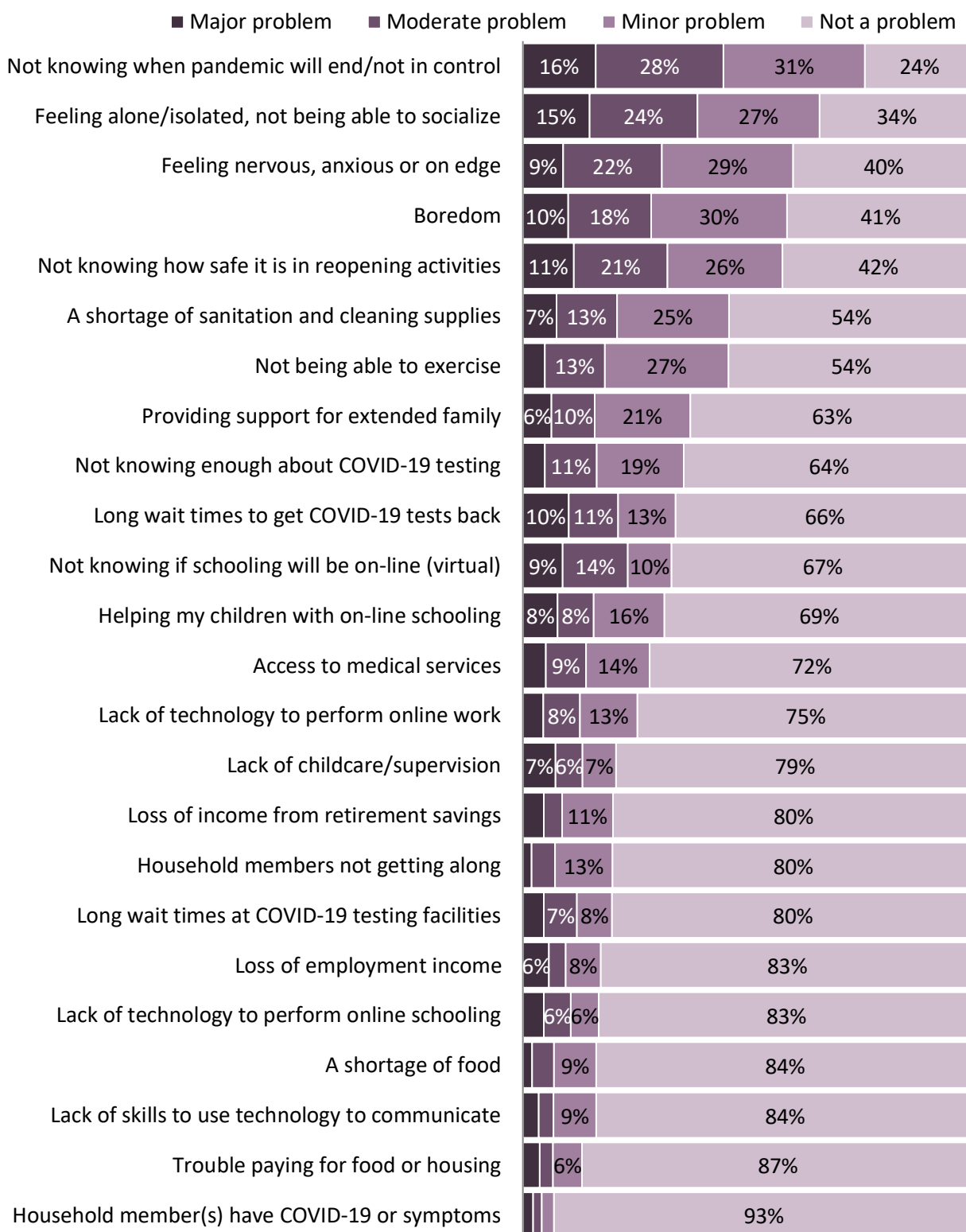
# Special Topics: COVID-19

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress to protect the American people from the public health and economic impacts of COVID-19. Through the CARES Act, State, Local, and Tribal governments receive financial assistance to help navigate the impact of the COVID-19 outbreak.

While the standard questions from The NCS provide significant information to evaluate COVID-19 impacts on Los Alamos County, additional questions were included in the survey to dig deeper into resident opinions on community reopening and their preferences for managing the local government revenue loss caused by the pandemic.

**FIGURE 37: CURRENT HOUSEHOLD PROBLEMS RELATED TO COVID-19**

*We know the COVID-19 pandemic is challenging in many ways. Please rate how much of a problem, if at all, the following are for your household CURRENTLY:*



Some item wording was truncated due to limitations in chart size. For full wording, please see Complete Survey Responses in *The NCS Technical Appendices* report under separate cover.

**FIGURE 38: SUPPORT FOR CHANGES TO BUSINESS OPERATIONS DUE TO COVID-19**

*How much do you support or oppose the following changes to policies and zoning regulations that will allow businesses to operate differently in the post-COVID-19 recovery:*

