

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	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
	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
Enhancing support and opportunities for the local and small business environment	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
Enhancing support and opportunities for the local and small business environment	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
Enhancing support and opportunities for the local and small business environment	Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants	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
Enhancing support and opportunities for the local and small business environment	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
Enhancing support and opportunities for the local and small business environment	Continue to promote Historic District and gaining tour (public) access long term to the Manhattan Project National Historical Park Sites	Fuller Lodge – The County partnered with the Historical Society for a second NPS grant (\$10,000) to 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
Supporting social services improvement	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 rd /34 th 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 rd /34 th 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