








Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Enhancing Communication 	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	Ongoing
	Update the 2015 Communication Plan with Council input specific to citizen trust and metrics	Staff presented the updated Communication Plan to Council in March 2022, with a focus on expanding communication efforts to improve trust with the public. The plan will be evaluated and updated yearly as needed.	CMO	Complete
	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. 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	Ongoing
	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. In the 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	Ongoing


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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 in 2021.	CDD	Ongoing
	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	Ongoing
	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
	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) tenants have started moving in. 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 was awarded 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.	CDD	HOLD



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Increasing the Amount and Types of Housing Options 	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	Ongoing
Protecting Our Environment 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 the scope, development process and site locations of Community Gyms at North Mesa and White Rock, and New Tennis Courts, are being explored. 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, a design consultant contract is being negotiated for Council consideration Spring 2022.	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 completed October 2022. Final review and adoption of a new fee policies for County Land and Facilities was completed in August 2021.	CSD	Complete




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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. 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. 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 was completed. 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.	CSD DPU	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	Ongoing


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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.	CDD	Ongoing
	Perform economic development prospecting to include targeted marketing events	Staff continues to connect with local and regional partners as allowed during the pandemic.	CDD	Ongoing
	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	Ongoing
	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	Ongoing
	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	Ongoing


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Enhancing Support and Opportunities for the Local and Small Business Environment 	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	Complete
	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.	CDD	Ongoing
	Support spin-off business opportunities from LANL	Staff is supporting UbiQD in expanding their existing laboratory space.	CDD	Ongoing
	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 completing its site plan design.	CDD	Ongoing
	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	Ongoing
	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



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Enhancing Support and Opportunities for the Local and Small Business Environment 	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	Ongoing
	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	Ongoing



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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. Conceptual designs will be presented to the County Council in 2022.	CDD PW	Ongoing
	Invest in infrastructure for “Middle DP Rd” with appropriate planning and public outreach	FY21 funds 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. 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 to wastewater system over time.	PW DPU CDD	2023
Supporting social services availability 	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	Ongoing
	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 identification of potential sites.	PW	2023




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Supporting social services availability 	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. This evaluation tool is continuing to be developed and will be used in conjunction with measures from various surveys to determine effectiveness of programs and offerings.	CSD	Ongoing
	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 Community Services 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	Ongoing
Improving access to high quality broadband  	Community Broadband Network "last mile"	Work with broadband consultant to update and validate technical approach used in 2012 design and report done by Crestino. This update will include estimated cost updates to do a county-wide fiber-optic Community Broadband Network (CBN) – Last Mile. Contract awarded March 15, 2022.	CMO	2021 - 2022
		Using the updated design and report, present options to Council for possible implementation steps and identifying possible funding sources.	CMO	2022 - 2023
	Pursue "middle mile" second fiber line for high speed broadband network	Continue meeting with others in the region having a common interest in having a 2nd fiber-optic based internet feed. Develop a plan for concept, cost, and funding options of "middle mile".	CMO	Ongoing
		Using info gathered from meetings with other, present options to Council for possible implementation steps and identifying possible funding sources - particularly unallocated APRA and BIL funds for broadband projects.	CMO	Ongoing


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<p>Investing in infrastructure</p> 	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. The County was awarded 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. Design of the Urban Multiuse Trail is underway. 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 in September 2020 and staff are awaiting grant award notification May, 2022. Staff plans to revise the ACT Ride Guide and create an updated schedule booklet to include route maps Spring 2022.	PW	Ongoing
	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
	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.	DPU	2023

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Investing in infrastructure	Explore use of environmentally sustainable alternatives for all aspects of County operations	<p>The Los Alamos Resiliency, Environmental and Sustainability (LARES) committee was created in late January 2021 and began meeting in March. The final report was completed in February 2022 and included recommendations on how the County can achieve net zero greenhouse gas emissions and advance other sustainable practices in the face of climate change. They met 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. 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.</p> 	PW DPU	Ongoing

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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	<p>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. The Community Services Integrated Master Plan to identify and prioritize projects, programs and services that the community supports for implementation in the next 7-10 years is in-progress and should have initial draft in summer of 2022. The ADA Audit and Transition Plan is to audit facilities for compliance with ADA Act. This project looks at recreational venues for accessibility concerns or issues and developments a priority for accomplish them.</p> 	PW CSD	Ongoing
	DP Rd. utility and roadway improvement project (FS2 to LANL gate at west end).	<p>Council approved \$4.5M for FY2021 for this infrastructure improvement and economic development project - creating opportunity for additional and improved land development along DP Rd. Design is progressing with final design is expected to be completed early 2022 and construction beginning in 2022.</p> 	PW	2023

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Investing in infrastructure	Track usage in County facilities to quantify savings from retrofits and upgrades	<p>Staff continues to analyze all waste and recycling programs in efforts to maintain a balanced budget and plans to bring forward a rate evaluation in for FY23. 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. The food waste feasibility study is wrapping-up, and options for a composting program will presented to Council Spring 2022. Grant funding was utilized to purchase 300 semi-automated bear resistant carts. Council allocated \$2.4M to purchase fully automated bear resistant carts and lockable dumpsters for all households and businesses. The solicitation for the bear dumpsters is complete. County was awarded a grant for \$91K to purchase a recycle baler that will help reduce shipping costs for cardboard and mixed recycle materials; and additional grant funding was received to purchase water bottle refill stations and backyard composting kits for residents.</p> 	PW	Ongoing
	Continue communication and outreach efforts to increase awareness of the County's sustainability program	<p>COVID safe events were 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.</p> 	PW	Ongoing

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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 (anticipated 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. Installation timing is dependent on the phase 2 project schedule. 	PW	Ongoing

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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. Canyon Road reconstruction, 33rd/34th and Arkansas, and the Cumbres Del Norte road improvement projects are in design development. For the Finch St. Extension, staff completed boundary surveys for LAMC in May 2021 for the required land acquisitions and mapping, and land acquisition discussions with LAMC and the land appraisal are 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. Further updates to the County's purchasing policy was included in the recommendations 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	Ongoing
	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	Ongoing

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Continue responding to COVID-19 pandemic crisis	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. Additional programs to assist small businesses and social service programs are planned using an additional distribution of ARPA funds in early 2022.	CMO ASD CDD CSD DPU	2021-2024
	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 coordinated on a project to pursue a citizen self service module. Customer Care has funding 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 was 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 DPU	2022

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Planning for appropriate levels of county services	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
	Enhance County services by modeling after best practices for other communities, national codes or other processes	The Council continues to have discussions about best practices for communication. A survey of about code enforcement as part of the Municipal Code chapter 18 update efforts was presented to Council. Each year LAPD has a virtual inspection of 25% of its standards. Three inspections have occurred in 2021, with 100% compliance in all inspections. The formal on-site inspection in November 2021 was virtual due to the pandemic, and LAPD achieved their CALEA re-accreditation.	CMO	Ongoing
	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	Ongoing

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	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
	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	Ongoing
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	2022

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
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. This evaluation tool continues to be developed and will be used in conjunction with measures from various survey to determine effectiveness of programs and offerings.	CSD	Ongoing
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 County Council/LAPS Board continue to discuss potential capital project funding opportunities. The North Mesa housing project is being pursued, and the North Mesa and White Rock shared gymnasiums, and an 8-court tennis facility are being considered through conceptual design work. 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	Ongoing
		The County received a state grant in 2020 to design a new shared-use gymnasium facility at the Middle School. The County has also received an additional state grant to add a second shared-use gym in White Rock. The siting options continue to be considered through conceptual design work		

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 continues to be an active program. COVID restrictions limited offerings in 2021, however classes were full and very well attended and received when offered.	PD	Ongoing
	Support literacy in the community	Library programs in 2021 were offered on a limited basis due to COVID restrictions. 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	Ongoing
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)	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 positions, Intergovernmental Affairs Manager and Broadband Managers were created and hired in 2021.	CMO	Ongoing

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 Intergovernmental Affairs Manager, options could be explored with partners this year.	CMO	Ongoing
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 as land transfers and Los Alamos Canyon use are still inching forward as well as plans to support new transportation options for expanded LANL workforce.	CMO CSD CDD PW	Ongoing