



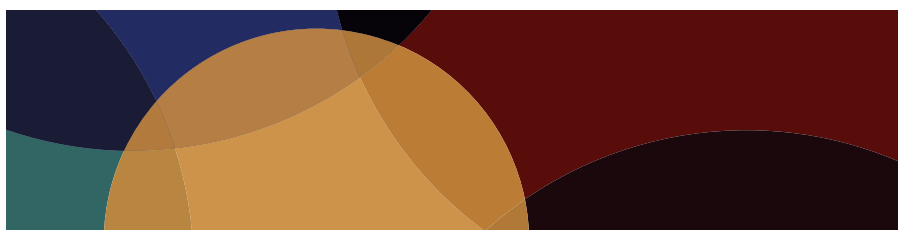
2024 STRATEGIC  
LEADERSHIP  
PLAN

LOS ALAMOS

# VISION

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





Los Alamos County Council, with input from County staff and community members, reviewed and updated the 2023 strategic goals and priorities and subsequently adopted these five goals and 22 priorities for 2024. The goals and priorities address issues that are important to the community and the governance of essential functions. They are tools to help maintain a focus on important and challenging issues, including those identified in the National Community Survey conducted in December 2022. They are not all-inclusive of the broad scope of the County's work and investments.

Concrete actions for addressing each of the priorities will be determined, in the context of all ongoing County efforts, for making and communicating progress and identifying challenges throughout the year. Many of the actions will come from existing plans listed at the end of this document, which can be found on the County's website using the search function. An electronic dashboard has been developed in parallel with the County's new website implementation. The purpose of the dashboard is to capture the scope of County actions to address each of the priorities and to enable measurements to be assigned and tracked.

A high-level summary of the progress made toward the 2024 strategic goals and priorities will be provided in the State of the County Annual Report in January 2025.



## STRATEGIC GOALS AND PRIORITIES

### **Quality Governance**

Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to present and future needs of stakeholders.

### **Communication and Engagement**

Inform, engage, and solicit feedback from the community and boards and commissions on County projects, policies, and priorities to promote a culture of open communication and collaboration and foster exceptional customer service.

### **Intergovernmental, Tribal, and Regional Relations**

Collaborate and problem-solve with the County's major employers; community partner organizations; neighboring Pueblos; and regional, state, and national governmental entities.

### **Fiscal Stewardship**

Maintain fiscal sustainability, transparency, and compliance with applicable budgetary and financial regulatory standards.



## STRATEGIC GOALS AND PRIORITIES

### **Operational Excellence**

Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve.

### **Effective, Efficient, and Reliable Services**

Deliver customer-focused, accessible, reliable, and sustainable services to the community through sound financial management, collaborative decision-making, and efficient implementation.

### **Infrastructure Asset Management**

Evaluate the County's assets and infrastructure and prioritize funding to first maintain and protect those investments and second to inform new investments.

### **Employee Recruitment and Retention**

Attract and employ diverse and highly qualified staff; retain staff through development opportunities, compensation, and benefits; and promote staff to address increasingly complex challenges.



## STRATEGIC GOALS AND PRIORITIES

### **Economic Vitality**

Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.

### **Housing**

Increase the capacity for new housing development and the amount and variety of housing types to meet the needs of a changing and growing population, particularly middle- and lower-income households.

### **Local Business**

Encourage the retention of existing businesses, facilitate the startup of new businesses, and assist in opportunities for business growth.

### **Downtown Revitalization**

Revitalize the downtown areas of Los Alamos and White Rock by facilitating development opportunities in accordance with the downtown master plans.

### **Tourism and Special Events**

Sponsor special events, support major employer and community events, and promote tourism by enhancing amenities, utilizing facilities and contract services, and encouraging overnight stays.

### **Community Broadband**

Provide community broadband as a basic essential service that will enable reliable high-speed internet services throughout the County at competitive pricing.



## STRATEGIC GOALS AND PRIORITIES

### **Quality of Life**

Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.

### **Health, Wellbeing, and Social Services**

Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and promote wellbeing in the region.

### **Diversity, Equity, and Inclusivity**

Promote diversity, equity, and inclusivity through community awareness training, targeted events, and expanded opportunities for diverse interests.

### **Mobility**

Improve and expand access to, and all-ability accommodations for, alternative modes of travel including public transit, cycling, and walking amenities and services.

### **Educational, Historical, and Cultural Amenities**

Promote educational and cultural opportunities, in coordination with community partners, and provide for the preservation and restoration of historic buildings and the protection of archaeological sites.

### **Open Space, Parks, and Recreation**

Manage County open space and maintain and improve parks and recreation facilities, trails, and amenities as defined by adopted plans and approved projects.

### **Public Safety**

Ensure overall community safety through proactive and sustained implementation of police, fire, hazard mitigation, and emergency response plans.



## STRATEGIC GOALS AND PRIORITIES

### **Environmental Stewardship**

Environmental stewardship is the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices in coordination with community and organizational partners.

### **Natural Resource Protection**

Take actions to protect the wildlife and wildland interface, safeguard water, and mitigate tree loss in the community.

### **Greenhouse Gas Reduction**

Establish targets for achieving net-zero greenhouse gas emissions and integrate sustainability and resiliency practices into County policies and operations.

### **Carbon-Neutral Energy Supply**

Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing, and phase out natural gas supply by 2070 through energy-efficient, all-electric buildings.

### **Water Conservation**

Reduce potable water use and increase non-potable water use and water harvesting for irrigation where suitable.

### **Waste Management**

Manage waste responsibly by diversion of solid waste from landfills through recycling, re-use, composting, and waste reduction programs and zero-waste education campaigns; and pursue efficient long-term solutions for disposal of solid waste.





### **Administrative Services**

- 2023–2024 Biennial Budget (FY2023, Adopted–FY2024, Adopted)
- 2023–2024 Citizen’s Guide (FY2023, Adopted–FY2024, Adopted)
- 2023 Annual Comprehensive Financial Report (ACFR)
- 2023 Popular Annual Financial Report (PAFR)

### **Community Development**

- 2021 Los Alamos Downtown Master Plan
- 2021 White Rock Town Center Master Plan
- 2020 North Mesa Housing Study
- 2019 Los Alamos Housing Market Needs Analysis
- 2019 Los Alamos County Economic Vitality Strategic Plan
- 2018 Fuller Lodge Interpretive Plan
- 2018 Los Alamos Tourism Strategic Plan and 2020 Tourism Task Force Recommendations
- 2016 Los Alamos County Comprehensive Plan
- 2014 Brand Action Plan
- 2011 Los Alamos Creative District Plan
- 2010 Los Alamos County Affordable Housing Plan
- 2009 Regional Economic Development Strategic Plan
- 2008 Los Alamos County Historic Preservation Plan

### **Community Services**

- 2023 Integrated Master Plan
- 2022 ADA Audit Report
- 2020–2023 Los Alamos County Library System Strategic Plan
- 2020 Health Services Gap Analysis Final Report
- 2015 Trail Network Signage Plan\*
- 2015 Open Space Management Plan\*
- 2013 Los Alamos County Community Trail Plan\*
- 2012 Trail Management Planning Documents\*

*\*These open space and trail plans will be consolidated in 2024 into one updated management plan.*



**County Manager**

- 2023 Community Broadband Network Final Report
- 2022 Racial Equity and Inclusivity Task Force Final Report
- 2022 Communication Plan
- 2017 Foundation Document—Manhattan Project National Historical Park

**Fire**

- 2019-2024 Los Alamos Fire Department Strategic Plan

**Police**

- 2023 Continuity of Operations Plan
- 2023 Emergency Operations Plan
- 2023 Local Hazard Mitigation Plan

**Public Utilities**

- FY2024 Department of Public Utilities Goals and Objectives
- 2022 Department of Public Utilities Water and Energy Conservation Plan

**Public Works**

- 2023 Transit Study
- 2023 Facility Condition Reports
- 2022 Food Waste Composting Feasibility Study
- 2022 Los Alamos Resiliency, Energy, and Sustainability Task Force Final Report
- 2021 Pavement Management Analysis and Parking Lot Analysis Reports
- 2017 Bicycle Transportation Plan
- 2013 Airport Master Plan
- 2011 Canyon Rim Trail Master Plan
- 1998 Pedestrian Transportation Plan