

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/ Deadline
Increasing the amount and types of housing options	Develop and launch Home Renewal and Home Buyer programs	For the Home Renewal Program, LAHP received 11 applications which should complete loan committee review by the end of the year. Eleven home construction projects were completed from the previous cycle of applications, with one additional project expected to be completed by December. For the Home Buyer program, five closings took place in 2020, and a sixth closing is nearing completion. On a related note, LAHP funded three separate home repair projects with its own funding, which indirectly supports the County's overall goal for home renewal.	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 (DOE Parcel A-13) will add 149 units. T2 Development is building 44 units on Arkansas at the site of the former Black Hole property. A parcel owned by the Visiting Nurses was sold to a private developer Fall 2019 and will add 100 units. The site plan is expected in 2021. Ponderosa Estates announced in 2020 that they will add 49 homes to their subdivision in 2021 and permitting is in progress.	CDD	2021
	New Housing Development: Produce new housing units for seniors, workforce, and families as part of the A-19 Development	Mirador subdivision (DOE Parcel A-19 in White Rock) is wrapping up Phase 1 adding 161 houses built by Raylee Homes. The second phase of the development will involve a mixed-use project just west of the White Rock Visitor Center, including 60 units of multi-family rental units. It goes to P&Z in December and should be under construction in 2021.	CDD	2021
	Market County-owned parcels for workforce and senior housing	Canyon Walk Apartments by Bethel (DP Rd near Fire Training Tower) – land sale completed for this DOE Parcel A-9 for affordable housing under State's Tax incentive program and Bethel expects to complete the build-out in the first quarter of 2021. This will add 70 low income qualified units expected to be well suited for workforce housing, given close proximity to public transit, Smiths and Mari Mac jobs. Another 64 units qualified for a second State Tax incentive under the same developer (Bethel) for "The Bluffs" on DOE Parcel A-8 on DP Rd. The second project will be affordable housing for seniors. The Bluffs site plan is completed and they expect to move to construction before the end of 2021.	CDD	2021
	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	County and Schools to bring housing to Schools-owned land on North Mesa (east of the Middle School). The County has \$475,000 in a capital outlay bill passed last year to address infrastructure needs. After several workshops and public meetings on concepts, the Council met with the School Board in November and entered into a Memorandum of Agreement to proceed with the project in 2021.	CMO	2022

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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 on a monthly basis. In Fall 2020, they directed the issuance of an RFP for two County-owned parcels on Trinity Dr to be sold to interested developers. Three proposals were received and after evaluation, awards could go to Council in early 2021. <i>Cross-cutting impacts: Business Environment; Infrastructure; Open Space, Recreational, and Cultural Amenities Long-term Vacancies.</i>	CMO Council	On Going
	Pursue land trust options for affordable housing	This item is on hold until the North Mesa project is completed. <i>Cross-cutting impacts: Business Environment; Social Services.</i>	CDD	HOLD
Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Implement design and construction of funded CIP projects	The golf course irrigation, ice rink and splash pad projects' construction is substantially complete. Additional site improvements at the golf course and the Multi-generational/Kiddie Pool is anticipated to be under construction during CY2021. Two new CIP projects (WAC building rehabilitation and renovation and Tween Center) will move to public input and early design planning phases during CY 2021.	PW	2021
	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. Review is in process with CSD Staff, and information is expected to be part of the submittal in the FY22 budget in March 2021.	CSD	1st Qtr 2021
	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, however, 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 2021. 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. Sipapu took over work on the USFS required Environment Assessment last year, which is the first step needed in this process. Due to COVID-19, work has not progressed on this portion of the project.	CSD	2021
	Expand the Canyon Rim Trail	Public Works rebid this project after one sole bid was too high/not within project budget. They opened the second round of bids for the NM502 Underpass in November; unfortunately, bids are still too high and this item will be revisited to determine if it can continue. The Phase 3 title and land acquisition work is on-going with the preliminary design work anticipated to start early in CY2021.	PW	HOLD

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Protecting, maintaining and improving our open spaces, recreational, and cultural amenities	Enhance Open Space opportunities to appeal to a variety of users	Because of the COVID-19 pandemic, opportunities to engage the community such as volunteer work parties or other events were placed on hold this year.	CSD	HOLD
Enhancing support and opportunities for the local and small business environment	Options for "Local Preference"	The Procurement Code was updated to match State of NM language regarding local preference.	CMO	Complete
	Support the health and success of technology incubators	Several management action plan items addressed housing and economic development support toward achieving this goal, which encompasses housing, quality of life, identifying space options, and continuing to engage to determine key needs/options for addressing. The County continues to manage the State LEDA project with Pebble Labs. <i>Cross-cutting impacts: Infrastructure.</i>	CMO	On Going
	Support local businesses during the pandemic	The County used CARES funding this Fall to reimburse local businesses for costs incurred due to the COVID-19 pandemic.	CMO	Complete
	Enhance the County's LEDA capabilities	The Local Economic Development Act for Los Alamos was updated this year to include new language that reflects changes in State law.	CMO Council	Complete
	Perform economic development prospecting to include targeted marketing events	Because of the COVID-19 pandemic, opportunities to travel to conferences or to host events such as DisruptECH did not occur this year.	CMO	HOLD
	Encourage further development of the Trinity Site	The County continues to discuss project opportunities with potential developers. The County still maintains the option to become the developer as part of the Trinity Site agreement with Kroger; however, the County has not considered pursuing this option during the pandemic when business start ups have been curtailed due to the economic downturn.	CMO	On Going
	Enhance the development of compact, high-quality mixed-use pedestrian districts in downtown Los Alamos and White Rock	Marriott plans for the new hotel and conference center will go to Planning & Zoning by the end of this year. CDD also launched outreach to complete a draft Downtown Master Plan for Los Alamos and White Rock, which will help guide future decisions. Contract award to a consulting firm to rewrite the development code should occur in early 2021 with work completed later that year.	CMO	2021
	Advertise directly to site selectors and new business/employee prospects	Because of the COVID-19 pandemic, this item was placed on HOLD for 2020.	CMO	HOLD

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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 has allowed the County to decrease its supplemental funding.	CMO	On Going
	Significantly improve the quantity and quality of retail business	Retail and food GRT collections have increased by approximately 10% over the last three years and the County will continue to track and review progress. Charley's Landscaping Los Alamos location opened this summer. Natural Grocers opened their store in November. Los Alamos Public Schools' Credit Union broke ground for a new building at 1010 Central. Other activities related to this item were curtailed due to the COVID-19 pandemic. The marketing of two County-owned parcels on Trinity Dr this Fall could also bring new retail businesses to the area; proposals are being evaluated and could be awarded early 2021, as noted elsewhere in the MAP.	CMO	On Going
	Encourage the retention of existing businesses and assist in their opportunities for growth	The Main Street group is investigating options for the Metropolitan Redevelopment Act to assist with redevelopment of White Rock; however, the COVID-19 pandemic has curtailed most of these activities.	CMO	On Going
	Support spin-off business opportunities from LANL	Because of COVID-19, many of these opportunities have had to be curtailed.	CMO	HOLD
	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. Proposals are being evaluated in December.	CMO	HOLD
	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 their processes. Through November 2020, 939 building permits were issued, with 528 of these permits submitted using the Citizen Self-Service portal. 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	Because of COVID-19, plans to have Do-it-yourself workshops or other monthly luncheons with topics for contractors had to be curtailed this year.	CDD	HOLD

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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 was re-chartered with new members appointed or current membership renewed this Fall. Their charter extends through 2022. In 2020, the focus was on updating displays in the Visitor Centers. An RFP was issued but will be re-issued after reviewing bids to be clearer in what is needed. With additional funding that is available the goal is to do a design/build display project in 2021. The task force meets monthly on Zoom and has reviewed and updated its top ten priorities. The wayfinding signage project has received additional funding and the RFP to select a contractor has been issued – it should be awarded in the first quarter of 2021 and be underway next summer.	CMO	2021
	Implement the brand to market the County	The work of the Discoveries Action Team was curtailed in early 2020 with the onset of COVID-19. The contract with Once a Day Marketing concluded in June 2020; funding is available to hire a consultant for assistance with branding and marketing items but has not been issued yet, pending the end of the pandemic emergency. As much as possible, events were held virtual online to support efforts related to tourism. Branded photos of Los Alamos were created as Zoom “back-drops” and shared out with the public as part of campaigns to keep interest in Los Alamos as a future destination once the pandemic ends.	CMO	On Going
	Create entry point for visitors to Los Alamos	Signage for the Los Alamos Project Main Gate Park is in process and will contain an informational panel that describes the history of the park and the role of Kiwanis in its development. Other plans to improve the park such as repaving and landscaping await funding.	CMO	1st Quarter 2021
	Enhance the Historic District Walking Tour	Signage and tour materials were evaluated this year with an eye toward enhancing the customer experience. The updates are in progress. The addition of the WAC building and Oppenheimer house will be part of the tour in the long term and be complimented by the other signage and improvements at nearby Fuller Lodge.	CMO	1st Quarter 2021
	Manage commercial growth well following an updated, concise Development Code that is consistent with the Comprehensive Plan	The Downtown Master Plan kicked off in Spring 2020 and several workshops were held on Zoom. Plans for both Los Alamos and White Rock should be delivered to Council in early 2021 after several public meetings; an additional meeting with teens will be held in January 2021 to collect youth feedback. Additionally, the rewrite of Chapter 16 in 2021 should assist in meeting this objective.	CDD	2021

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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 complete a historic hotel room upstairs, along with a plan to re-purpose the main display in the lobby to serve as orientation to the lodge, plus, restore the former windows at the south end of the lodge. These were items recommended in the interpretation plan last year. The display in the lobby was completed with a television installed and looped video showing aspects of the lodge to intrigue visitors to explore the lodge while there. The plan for the historic hotel room is completed but requires funding to implement. The project to restore the former windows at the south end of the lodge is expected to be completed in 2021.	CMO	Ongoing
		Tours of the MPNHP LANL Sites were suspended due to the COVID 19 pandemic. The County closed on the purchase of the WAC building in September 2019 and the Christian Science Church exited the building in early 2020. Planning and public outreach will get underway in 2021 to determine a path forward for use of the building as part of the history of Los Alamos.		
		Several items were completed on LANL historic sites “behind the fence”: --Restoration on Concrete Bowl by removing damaging vegetation and grading the soil away from the bowl to reduce water accumulation --Concrete restoration on Gun Site parapet wall and cap --Design work to reuse Quonset Hut as conference room and offices.		
	Expand ScienceFest, the County’s signature event	Because of COVID-19, Sciencefest was held virtual online this summer. It had 20 activities (and another 16 organizations who went live during this year’s Virtual Discovery Day) and collaboration took place with 32 organizations. Online attendance exceeded 7,500 people. While it is difficult to estimate any economic impact for this primarily free event, the ability to move ScienceFest online kept residents and visitors engaged, and promoted fun, exciting and family-friendly activities, with a goal of keeping online participants interested in visiting Los Alamos after the pandemic ends.	CMO CSD PW	On Going
	Invest in infrastructure for “Middle DP Rd” with appropriate planning and public outreach	The County’s Public Works department, Utilities’ department and Planning division are collaborating to hire a consultant who can assist with this important project to bring more businesses to DP Rd.	PW, UTIL, CDD	2021

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Improve utilization and aesthetics of vacant buildings and properties	Enhance commercial property main- tenance code enforcement standard	<p>An RFP was issued at the end of 2020 for a rewrite of Chapter 18. Work and public outreach will kick off in 2021 and the final document is expected to go to Council by the end of 2021.</p> <p>Code enforcement activity was curtailed due to the COVID-19 pandemic for several months this year. From Jan. 1, 2020 through Nov. 20, 2020, CDD issued a total of 16 Notice of Violations (NOVs), as compared to 2019 when 40 NOVs were issued during approximately the same time frame. In the previous year (2018) CDD issued a total of 135 NOVs.</p>	CDD	2021
Supporting social services improvement	Support Social Services Programs that benefit education system	School Prevention Specialist Initiative funded along with funding for truancy liaison. Continued funding the JJAB youth initiative. Continued funding, via contract, case management for elementary-aged kids and their families, teen center, youth activity center, senior services, and family resource and support services. The division has re-issued an RFP for family support services which covers the therapeutic portions of the gap analysis that was completed in July. The RFP was rebid after two organizations were interested in fulfilling different portions of the contract, to comply with procurement regulations.	CSD	3rd Quarter FY21
	Review preteen/early-teen needs	As reported in the MAP on CIP projects, the Public Works department is working with CSD to issue a bid package for a new Tween Center.	PW	2022
	Behavioral/Mental health access	Staff was able to access Open Beds, an interactive system that provides a live view of inpatient and outpatient beds open around the state, with electronic referrals.	CSD	On Going
	Support healthy, safe options for County youth	Review and fund as appropriate - activities, teen centers, infrastructure, etc. All Community Services divisions and contractors have been supporting the effort of the creation of a Tween Center. The Library recently surveyed users, asking, "Which of these activities/classes/events would you be interested in attending?" and will use the results to develop desired programming. This is a focus area from county contractors working for the county. They consistently evaluate services that meet or exceed standards based on evidence based programs. <i>Cross-cutting impacts: Open Space, Recreational and Cultural Amenities.</i>	CSD	On Going

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Maintaining and improving transportation and mobility options and address parking challenges	Invest in projects that expand the community's multi-modal transportation infrastructure	Specific related projects are listed in following section under "Investing in infrastructure"	PW	On Going
Investing in infrastructure	Develop a multi-modal Transportation Plan	<p><u>Work ongoing as follows:</u></p> <p>Urban Trail Project Funding Transportation Alternatives Program (TAP) & Congestion Mitigation & Air Quality (CMAQ) Improvement Program - Federal Transportation Grant Programs Administered by NMDOT - 85.44% Federal Share/14.56% County Match - \$30,000 –FY20 (Design) - \$25,000 –FY 21 (Design) - \$4,050,000 –FY 22 (Construction)</p> <p>Schedule Phase I - Study/Design Underway - Environmental/Cultural Study & Clearances: December to May</p> <p>Phase II - Awaiting NMDOT authorization to proceed with design services: Anticipating Early/Mid November - Design Kick-Off: November 2020 - Environmental Documents: December/January 2020 - 30% Design Submittal: December/January 2020 - 60% Design Submittal: March/April 2021 - 90% Design Submittal & NMDOT Certifications: May 2021 - Final Design & Construction Documents: June 2021</p> <p>Phase I and Phase II to be constructed under one contract ~ Summer 2022 Start</p>	PW	2021 2022
	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.	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	2021 2022

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Investing in infrastructure	Pursue "middle mile" of high speed broadband network	The County continues to explore alternative routes, in concert with REDI-NET and LANL. <i>Cross-cutting impacts: Housing; Business Environment.</i>	CMO ASD IM	On Going
	Coordinate on utility infrastructure needs	<p>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 to advance to the next phase and approve the associated Budget and Plan of Finance. Integral to this phase will be the preparation of the Combined Operating and Construction License Application (COLA) for the proposed CFPP - a nuclear generating facility to be sited in Idaho utilizing small modular reactor technology. Upon direction of the Board of Public Utilities and the County Council, Utilities Manager Philo Shelton on behalf of Los Alamos County (a participant in the CFPP) voted with the majority.</p> <p>Considering the number of participants in this phase went from 35 to 27, which includes a new member (Wells Rural Electric) and a total subscription level at 100 megawatts, Shelton elected to reduce Los Alamos County's subscription. Shelton lowered the County's subscription from 11.2 to 6.37 megawatts, maintaining the target price of \$55 a megawatt hour on 2020 dollars. 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. <i>Cross-cutting impacts: Housing; Business Environment; County Services.</i></p>	Utilities	On Going
	Explore use of alternative fuels	Moving forward as planned. Details on the electric buses are being defined and charging infrastructure designed/planned for Pajarito Cliffs Site.	PW	On Going
	Maintain a high level of investment in public infrastructure to attract new residents and serve a resident population of 25,000 people	Diamond Dr. improvement project is complete; and 502 project will be largely complete with some remaining work such as landscaping and final punch list items happening until Spring 2021. SR4/Truck Route intersection improvement project is being pursued by LANL field office, but no final funding or schedule commitment has been made. SR4 shoulder widening and improvements study and design (\$300K) is scheduled to commence in 2021 by the NMDOT - construction funding would come in future years as approved in the STIP.	PW	2021 2022
	DP Rd. utility and roadway improvement project (FS2 to LANL gate at west end).	Council approved \$4M for FY 2021. Design coordination has started. No schedule for construction confirmed yet. It is an infrastructure improvement and also an economic development project - creating opportunity for additional and improved land development along DP Rd.	PW	2021 2022

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Investing in infrastructure	Track usage in County facilities in order to quantify savings from retrofits and upgrades	<p>Environmental Sustainability staff completed their last year of updating the metrics in their sustainability plan. The initial 2015 plan had recommended updating the metrics after 5 years.</p> <p>Priority work continues on food-waste education and diversion efforts (RFP issued for composting feasibility study and grant funding to support backyard composting), wildlife protection by expanding use of bear-proof carts, and updating the County's facility condition assessments to identify potential energy reduction and healthy environment improvement opportunities.</p> <p>A citizen group is petitioning for a more comprehensive County-wide sustainability plan that incorporates all departments and other invested Boards and Commissions such as BPU and their carbon free energy goals, PRB and Transportation Board for their operations and CIP input, and P&Z for potential code updates/requirements of community development projects.</p>	PW	On Going
	Continue communication and outreach efforts to increase awareness of the County's sustainability program	<p>Despite the COVID-19 pandemic, virtual and COVID safe events were held including: the 13th annual Clean Up LA Day, Recycle Art Fair and Fashion Show, a drive-in movie screening and panel discussion of Just Eat It: A Food Waste Story, a compost webinar series, and the People's EcoChallenge.</p> <p>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 food waste prevention education and are submitted monthly to local media and published online. The Zero Waste team has contributed to the development of backyard composting educational materials.</p>	PW	On Going
	Airport Master Plan implementation	Completing design for fuel farm and anticipate state funding in 2021. Recently applied for the runway safety project federal funding. Runway funding is anticipated to occur five years out and require additional design work and commitment in order for the County to fund the old hangar replacement in a new location.	PW	2021 2026
	Update the transit master plan	Updating the transit master plan to consider what service format looks like post-pandemic such as micro-transit and route revisions/enhancements.	PW	2021
	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	2021

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Investing in infrastructure	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	2021 2022
	Intersection improvements at Sherwood and NM4	New intersection signal will be installed at Sherwood and NM4 as part of the Mirador Phase 2	PW	2022
	Develop and implement an Environmentally Preferable Purchasing Policy	The County's internal Green Team completed the policy and it is under consideration by the County Manager.	PW	2021
	Develop and implement new programs and initiatives to increase the amount of material diverted from area landfills	<p>Environmental Services and Environmental Sustainability Board will be working with a contractor to conduct a food waste composting feasibility study.</p> <p>Yard trimming roll cart program was implemented in July 2018. When comparing tonnage for calendar year 2017 (pre – yard trimming program, only 200 tons were collected) to the current program, Environmental Services has collected almost five (5) times as much material . In 2019, approximately 833 tons were diverted from the landfill, and 964 tons were diverted from Jan – Nov 2020. Approximately 68% of households participate in the yard trimming roll cart program.</p> <p>Recycle Coach tool was established December 2019 to enhance public awareness about Environmental Services recycle programs, provide real-time notification, reminders, personalized calendar, recycle search tool and educational campaigns. From Jan – Nov 2020, the tool has been widely utilized, with over 84,000 interactions, 4,914 web app users, and 605 mobile users.</p>	PW	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Planning for appropriate levels of county services	Replace existing Finance/Utility/HR software system	The Utilities' Department launched its self-service portal in November. The transparency portal should be the next new module to come on-line, during 2021, which will enhance citizens' access to the County's financial data.	CMO ASD Utilities	2021
	Continue implementation of County-wide training and development program to align it with the County's efforts to be a higher performing organization	<p>The LAC Leadership Academy is in its tenth offering with a total 152 graduates. There are 19 new candidates currently enrolled. Classes have been suspended for COVID-19 and will be resumed after a return to work has been initiated and training has been authorized. Class 10 will be utilizing our Litmos training software for assessment and course evaluation.</p> <p>A total of 300 employees have now completed the Need-2-Know training classes for supervisors. This training is a pre-requisite for consideration and acceptance into the LAC Leadership Academy. The next class is planned to be scheduled after we have returned to work from COVID-19.</p>	CMO	HOLD
	Enhance County services by modeling after best practices for other communities, national codes or other processes	<p>LAFD passed their accreditation renewal audit/visit this fall. The 2020 Citizen Survey used NRC, which has access to data for comparisons to other cities for results. The survey results were delivered November 2020. CDD renewed their accreditation this year, as noted elsewhere in the MAP.</p> <p>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.</p>	CMO	On Going
	Staffing survey	The employee survey was funded in FY21 and was conducted online by NRC in Fall 2020. Results should be available early 2021.	CMO	2021
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. This resulted in budget provided for FY2021 to support priority actions. The task force recently updated its top priority list, after new members were appointed this Fall.	CMO	On Going

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Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth		The sign code update is on hold while CDD staff address the downtown masterplan and Chapter 16 and 18 updates.	CDD	HOLD
	Continue implementation of the Comprehensive Plan, with an emphasis on neighborhoods	The road diet for Trinity Drive occurred this year near the LA Medical Center, in response to some issues that had arose with streets and traffic. The T-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	2021
	Allocate CIP funds for design and construction of downtown streetscape improvements, including sidewalks, landscaping pocket parks and signage	Deacon Street design, as well as the first phase of utilities' infrastructure needed for DP Rd, are both under consideration and moving ahead with Public Works staff in 2021, with plans for further public outreach and input as part of that process.	CDD PW	FY2021 - Design FY2022- Construction
Utilizing the recommendations of the Community Development Advisory Board	Enhance private property maintenance code enforcement standard	The Council has met several times with representatives from the CDAB, which continues working with CDD as staff liaison. Updates to their work plan include coordination and support from CDAB toward the rewrite of Chapter 18 next year.	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.	CSD	2021
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. The County provided funding to the Schools this Fall for shade structures for school properties. CARES funding was also made available to assist families with virtual online learning expenses due to COVID-19, which benefits Schools.	CMO	On Going

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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	Due to COVID-19, Safety Town was not held this year for pre-K children.	CSD LAPD	HOLD
	Support literacy in the community	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. HomePages is accessible to non-homeschool readers now due to remote and hybrid public school. 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. Reading programs are supported by Beanstack, which is software that connects families and libraries. Staff continued collaborating with JJAB to promote Dolly Parton's Imagination Library (an initiative to place books with pre-K children) and other early literacy initiatives. Classroom visits have been virtual since September 2020. More youth book bags were created, including 10 more Library to Go (picture books), 6 Readers to Go (readers), and 12 book discussion kits (multiple copies of upper elementary titles).	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)	The County continues to provide staff and fiscal resources. In addition, staff is participating in the SEP's, transportation and storm water monitoring projects funded from the WIPP accident settlement. County is active participant in NCRTD Board and works to coordinate transit services. County representative attends RCLC monthly meetings.	CMO	On Going
	Explore new regional partnership opportunities	The County is part of the Stronger Economies Together (SET) program under the Mid Central Rural Corridor (Los Alamos, Sandoval and Bernalillo Counties). This USDA Rural Development program provides assistance in community and economic development planning. SET regions can access funding from USDA to implement projects for their region. SET members worked together to complete and submit to USDA a Comprehensive Plan to prioritize projects that could benefit all of the entities involved, and are awaiting funds for projects to move ahead. Due to COVID-19, projects submitted to SET have not moved forward this year.	CMO	On Going

On Going Initiatives	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
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.	CMO CSD CDD PW	On Going
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 the County Line newsletter, social media such as Facebook, 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
	Continue implementing the actions outlined in the Communications Work Plan	An RFP for a new public website was released in December and closes in January 2021. A third party vendor will be selected and work will get underway in Spring/Summer 2021. Updates to the Communications Work Plan are in progress; the plan is updated every five years. The citizen survey was conducted this Fall and results will be released in December. A portion of the survey focuses on communication with the public.	CMO	On Going
	Expand use of social media to strengthen outreach and enhance communication, especially with the younger generation	Number of followers on Facebook County page continues to increase with over 5,664 (Nov. 2020) as compared to 5,242 the prior year (Nov. 2019). Use of Next Door social media increased and has over 3,002 members (Nov. 2020) as compared to 2,700 in Nov. 2019.	CMO	On Going
	Communication, transparency and feedback	CPR schedules daily posts on Facebook and Instagram to engage citizens. Next phase of MUNIS will include citizen transparency portal (financial data online easy access).	CMO	On Going