

## VALUES

Los Alamos County Council, with input from County staff and community members, reviewed and updated the ~~2023-2024~~ strategic ~~goals and priorities plan~~ and subsequently adopted these five goals and 22 ~~priorities objectives~~ for ~~2024-2025~~. The goals and ~~priorities objectives~~ 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.

~~While all 22 objectives are important, the top five rankings in the National Community Survey, conducted in August/September 2024, are effective, efficient, and reliable services; local business; housing; fiscal stewardship; and communication and engagement. Notably, the survey's 74 percent overall rating of County services is a statistically significant increase of 10 percent over the 2022 rating. Highest performing areas are public safety, natural environment, parks and recreation, mobility, and arts and culture. Lowest performing areas are economy (quality and variety of businesses and services), affordability (housing, food, health care and services), and community design (appearance, new development, and housing options).~~

Concrete actions for addressing each of the ~~priorities-22 objectives~~ will be determined, in the context of ~~community survey input and~~ 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 ~~performance dashboard, also available on~~ ~~has been developed in parallel with~~ the County's ~~new website, implementation. The purpose of the dashboard is to~~ captures the scope of County actions to address each of the ~~priorities objectives~~ and to enable measurements to be assigned and tracked.

A high-level summary of the progress made toward the ~~2024-2025~~ strategic goals and ~~priorities objectives~~ will be provided in the State of the County Annual Report in January ~~2025-2026~~.

**Commented [DD1]:** MH: All work is performed safely, efficiently, and effectively to achieve Los Alamos County Council goals and objectives"

**Commented [DD2]:** NOTE: A value statement is a set of ideals that explain what your company believes in and how it operates. It informs employees, customers, and prospects about what principles guide your business. Think of your value statement as the foundation of your workplace culture.

**Commented [AL3]:** Do we want to add a statement about priorities.

**Commented [AL4R3]:** State the top ranked items from the NCS instead.

## Quality Governance

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

**Commented [DD5]:** RR: Replace “stakeholders” with “all people who live or work in the County”

## Communication and Engagement

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

**Commented [DD6R5]:** DD: Proposed wording does not include the second objective; suggest “the community” or keeping “stakeholders” or just deleting

**Commented [DD7]:** TC: “to support decisions on”

**Commented [DD8]:** RR: Insert “help”

## 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.

**Commented [DD9]:** RR: Appropriate/Allocate funds to County objectives while improving fiscal sustainability and transparency, and maintaining compliance ...

**Commented [DD10R9]:** Anne Laurent: Budgeting for outcomes is not fiscal stewardship.

## **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 to anticipate and meet future needs.

### **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 to prioritize funding to first maintain and protect those investments and second to **inform** new investments.

**Commented [DD11]:** MH: Change "inform" to "evaluate"

### **Employee Recruitment and Retention**

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

## 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.

**Commented [DD12]:** MH: "Support ways to encourage"

**Commented [DD13]:** RR: "through streamlined County processes and direct assistance"

### Downtown Revitalization

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

**Commented [DD14]:** RR: "coupled with financial incentives"

### ~~Educational, Arts, Cultural, and Historical Amenities~~

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

**Commented [DD15]:** SH: Move objective under Economic Vitality and add text as indicated

### Tourism and Special Events

Continue sponsoring special events, supporting Laboratory and community events, and promoting tourism, by enhancing amenities, utilizing indoor and outdoor facilities, and encouraging overnight stays, to support the local business economy.

**Commented [DD16]:** TC: add "outdoor spaces"  
SH: add "outdoor recreation facilities"

### Community Broadband

Provide/Implement community broadband as a basic self-sustaining essential service that will enable widespread access to reliable high-speed internet services throughout the County at competitive pricing.

**Commented [DD17]:** RR: "Implement community broadband as a self-sustaining long-term basic essential service that will enable wide spread adoption of ..."

## 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 County and the region~~ regional community.

Commented [DD18]: RR: "in the County and region"

### ~~Diversity, Equity, and Inclusivity~~ Inclusion, Access, and Belonging

Commented [DD19]: TC

Promote ~~diversity, equity, and inclusivity~~ inclusion, access, and belonging through ~~community awareness events and training, targeted events~~ facility planning, and expanded opportunities and services for diverse interests.

### Mobility

Improve and expand access to, and provide disability 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 designated open space and~~ Manage, maintain, and improve designated open space, parks and recreation facilities, trails, and amenities as defined by adopted plans and approved projects.

Commented [DD20]: TC

### Public Safety

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

## Environmental Stewardship

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

### Natural Resource Protection

Take actions to protect the ~~wildlife habitat, and wildland interface~~; safeguard ~~the water quality supply~~, and mitigate tree loss in the community.

#### Water Conservation

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

### Greenhouse Gas Reduction

~~Establish targets for and~~ Achieve net-zero greenhouse gas emissions by 2050, with interim targets of 30 percent reduction by 2030 and 80 percent reduction by 2040, and ~~implement the Climate Action Plan to 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 use ~~in County facilities by 2050 and in residences and businesses by 2070~~ through energy-efficient, all-electric new and remodeled 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~~ ~~Reduce community waste generation by~~ Promote a circular economy by diverting ~~community~~ waste from landfills through recycling, re-use, composting and waste reduction programs, and zero-waste ~~education~~ campaigns to promote a circular economy.

**Commented [DD21]:** RR: "Take actions to protect wildlife and the associated open space habitat, safeguard water quality and quantity ..."

**Commented [DD22R21]:** Water Conservation moved for better proximity to Resource Protection.

**Commented [DD23]:** TC

**Commented [DD24]:** TC

**Commented [DD25]:** MH: This might be difficult to achieve,

**Commented [DD26]:** TC

**Commented [DD27]:** MH: Delete "education"

### Administrative Services

2023–2024 Biennial Budget (FY2023, Adopted–FY2024, Projected)

2023–2024 Citizen’s Guide (FY2023, Adopted–FY2024, Projected)

2022 Annual Comprehensive Financial Report (ACFR)

2022 Popular Annual Financial Report (PAFR)

### Community Development

[2024 Los Alamos Affordable Housing Plan](#)

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

[2024 Comprehensive Health Plan](#)

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 into one updated management plan.*

**County Manager**

- [2024 Los Alamos Climate Action Plan](#)
- 2023 Community Broadband Network Final Report
- [2022 Los Alamos Resiliency, Energy, and Sustainability Task Force 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