



2026

STRATEGIC  
LEADERSHIP  
PLAN

LOS ALAMOS

Adopted November 4, 2025

# 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.

## QUALITY GOVERNANCE

## OPERATIONAL EXCELLENCE

## ECONOMIC VITALITY

## QUALITY OF LIFE

## ENVIRONMENTAL STEWARDSHIP

# VISION

Communication & Engagement  
Intergovernmental, Tribal,  
Regional Relations & Partnerships  
Fiscal Stewardship

Effective, Efficient, &  
Reliable Services  
Infrastructure Asset  
Management  
Employee  
Recruitment  
& Retention

Housing  
Local Business  
Downtown Revitalization  
Educational, Arts, Cultural,  
and Historical Amenities  
Tourism and Special Events  
Community Broadband

Health, Wellbeing, &  
Social Services  
Inclusion, Access, & Belonging  
Mobility  
Open Space, Parks, & Recreation  
Public Safety

Natural Resource Protection  
Water Conservation  
Climate Action & Resiliency  
Waste Management

# INTRODUCTION



On October 2, 2025, the Los Alamos County Council held a Strategic Planning meeting. Prior to that meeting, Council members were asked to complete a survey on the existing strategic objectives to help guide and prioritize the discussion on next year's plan. The survey was completed by 6 of 7 Councilors and the following topics and results were noted:

- Keep the strategic objective as is, keep but modify, or eliminate.  
Most of the strategic objectives had a mix of responses to keep as is or modify. There were many suggestions provided on these responses. Only one objective (Economic Vitality – Educational, Arts, Cultural, and Historical Amenities) received a unanimous response to keep as is. Only one Councilor suggested eliminating an objective (Economic Vitality – Community Broadband).
- Prioritize these strategic objectives as (high, medium, or low).  
Councilors were limited to no more than 7 high priorities. The objectives receiving the highest number of high-priority rankings were Quality Governance – Communication and Engagement, Quality Governance – Fiscal Stewardship, Operational Excellence – Effective, Efficient, and Reliable Services, and Economic Vitality – Housing. Quality of Life – Inclusion, Access, and Belonging and Environmental Stewardship – Greenhouse Gas Reduction each received two low-priority votes.
- Identify whether the strategic objectives are “in the County’s control” or “out of the County’s control.”  
Most of the objectives were considered by the majority to be “in control.” However, Environmental Stewardship – Greenhouse Gas Reduction and Environmental Stewardship – Carbon-Neutral Energy Supply each received three “out of control” votes, and four objectives received two “out of control” votes (Quality Governance – Intergovernmental, Tribal, and Regional Relations, Economic Vitality – Housing, Economic Vitality – Local Business, and Environmental Stewardship – Water Conservation).

- Determine whether the strategic objective is a “core service” or “non-core service of the County.”

The majority felt that the following objectives were “core services”:  
 Quality Governance – Fiscal Stewardship, Operational Excellence  
 – Effective, Efficient, and Reliable Services, Operational Excellence  
 – Infrastructure Asset Management, Operational Excellence –  
 Employee Recruitment and Retention, Economic Vitality  
 – Community Broadband, Quality of Life – Mobility, Quality of Life  
 – Open Space, Parks, and Recreation, Quality of Life – Public Safety,  
 and Environmental Stewardship – Waste Management. Most felt  
 that Quality Governance – Intergovernmental, Tribal, and Regional  
 Relations, Economic Vitality – Housing, Economic Vitality – Local  
 Business, Economic Vitality – Downtown Revitalization, Economic  
 Vitality – Educational, Arts, Cultural, and Historic Amenities,  
 Economic Vitality – Tourism and Special Events, Quality of Life  
 – Inclusion, Access, and Belonging, Environmental Stewardship  
 – Natural Resource Protection, Environmental Stewardship –  
 Greenhouse Gas Reduction, and Environmental – Carbon Neutral  
 Energy Supply were “non-core services.”

This information was reviewed and used to update the strategic plan. The Council subsequently adopted five focus areas and 22 objectives for 2026. The focus areas and 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, but 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 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 at [losalamosnm.us/reference-docs](https://losalamosnm.us/reference-docs). An electronic performance dashboard, also available on the County's website, captures the scope of County actions to address each of the objectives and is updated in January 2026.

A high-level summary of the progress made toward the 2025 focus areas and priorities will be provided in the State of the County Annual Report in January 2026.



# STRATEGIC FOCUS AREAS & OBJECTIVES

## **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 community members and affected parties, including boards and commissions, on County projects, policies, and priorities to promote a culture of open communication and collaboration to increase public participation.

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

Collaborate and problem-solve with the County's major employers; community partner organizations (local education, health care, and other organizations); neighboring Pueblos; and regional, state, and federal governmental entities.

## **Fiscal Stewardship**

Evaluate alternative methods and approaches for expenditures and investments, ensure transparency, and comply with applicable budgetary and financial regulatory standards and fiscal sustainability.



# STRATEGIC FOCUS AREAS & OBJECTIVES

## **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 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 to second inform new investments.

### **Employee Recruitment and Retention**

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



# STRATEGIC FOCUS AREAS & OBJECTIVES

## **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 and incentivizing development opportunities.

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

Promote and enable educational, 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.

## **Tourism and Special Events**

Promote tourism, sponsor special events, and support community events, by enhancing amenities, utilizing indoor and outdoor facilities, and encouraging local business support and increasing capacity for overnight stays.

## **Community Broadband**

Implement community broadband as a self-sustaining essential service that enables reliable high-speed Internet access throughout the County at competitive pricing.



# STRATEGIC FOCUS AREAS & OBJECTIVES



## **Quality of Life**

Quality of life is a reflection of general wellbeing 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**

Expand 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.

### **Inclusion, Access, and Belonging**

Promote inclusion, access, and belonging through events and training, facility planning, and expanded opportunities and services for diverse needs and interests.

### **Mobility**

Improve and expand access to, and provide disability accommodation for, alternative modes of travel including public transit, cycling, and walking amenities and services.

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

Manage, maintain, and improve designated open spaces, 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 FOCUS AREAS & OBJECTIVES



## **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 wildlife and wildlife habitat, safeguard water quality, 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.

## **Climate Action and Resiliency**

Implement the roadmap for reducing greenhouse gas emissions, achieving a carbon neutral energy supply, and increasing climate resilience.

## **Waste Management**

Divert community waste from landfills through recycling, re-use, composting and waste reduction programs, and zero-waste campaigns.

# REFERENCE DOCUMENTS



## **Administrative Services**

2025–2026 Biennial Budget (FY25, Adopted–FY26, Adopted)  
2026 Budget in Brief (FY26 Adopted Budget)  
2025 Annual Comprehensive Financial Report (ACFR)  
2025 Popular Annual Financial Report (PAFR)

## **Community Development**

2025 East Downtown Los Alamos Metropolitan Redevelopment Area Plan  
2024 Los Alamos Affordable Housing Plan  
2023 White Rock Metropolitan Redevelopment Area 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  
2016 Los Alamos County Comprehensive Plan  
2014 Brand Action Plan  
2011 Los Alamos Creative District Plan  
2009 Regional Economic Development Strategic Plan  
2008 Los Alamos County Historic Preservation Plan

## **Community Services**

2025 Cemetery Master Plan  
2025 Trails and Open Space Management Plan  
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

**County Manager**

2024 Communication Plan

2024 Los Alamos Climate Action Plan

2023 Community Broadband Strategic Plan

2022 Los Alamos Resiliency, Energy, and Sustainability Task Force Final Report

2022 Racial Equity and Inclusivity Task Force Final Report

2017 Foundation Document—Manhattan Project National Historical Park

**Emergency Management**

2024 Los Alamos Local Hazard Mitigation Plan

2023 Continuity of Operations Plan

2023 Emergency Operations Plan

2023 Local Hazard Mitigation Plan

**Fire**

2019-2024 Los Alamos Fire Department Strategic Plan

**Public Utilities**

FY2026 Strategic Goals & Objectives

2024 Drinking Water Quality Report

2022 Integrated Resource Plan

2022 Water and Energy Conservation Plan

2018 Long Range Water Supply Plan

2014 Electric Reliability plan

**Public Works**

2026 Snow and Ice Plan

2025 Pedestrian Master Plan

2023 Facility Condition Reports

2022 Food Waste Composting Feasibility Study

2022 Transit Study

2021 Pavement Management Analysis and Report

2017 Bicycle Transportation Plan

2013 Airport Master Plan

2011 Canyon Rim Trail Master Plan