CAPRA Accreditation

As submitted to the NRPA's CAPRA Accreditation Program portal, February 29, 2024

CSD Staff

Community Services Department

2/29/2024

1.0 Agency Authority, Role, and Responsibility

1.1 Source of Authority
Suggested Evidence of Compliance: *Provide legal citation and, if appropriate, date of resolution by local governing entity or legal authority (i.e., enabling act, support documentation, ordinance; if permissive state authority, provide charter).*

Los Alamos County was created by action through the New Mexico State Legislature and as its own county under a special state constitution provision, as per the Laws of 1949 (Chapter 134, p. 319-322) on March 16, 1949. This action was necessary as the War Department began to dispose of lands not required for the Manhattan Project. The Los Alamos County Charter, Article III ADMINISTRATION AND ORGANIZATION 303 provides the county organizing legislation Departments, and Ordinance 85-283, Section 17 (p.4), establishes the administration of the Community Services Department.

1.1.1 Approving Authority/Policy Body
Suggested Evidence of Compliance: *Provide a chart or diagram and narrative description of the organizational structure, interrelationship of organizational components and powers of authority over policy-making; show the relationship of the agency to its approving authority and provide the approving authority bylaws or charter.*

The Los Alamos County Council is responsible for policy-making and is the governing body outlined in the Los Alamos County Charter Article II. - THE COUNTY COUNCIL.

The Council has seven members elected at large for four-year, staggered terms, elects a Chair and Vice-Chair from within its membership, and holds regular meetings in accordance with the New Mexico Open Meetings Act. Los Alamos County Council has also adopted a home rule charter, which allows the County to depart from certain statutory requirements. The Council operates under a set of Council Rules and Procedures.

The 2023 Los Alamos County Organizational Chart shows the interrelationship structure of the organization, which places the citizens of Los Alamos County at the top, followed by the County Council, Elected Officials, and appointed positions, including the County Manager/Deputy County Managers, Utilities Manager, County Attorney, and department directors.

1.1.2 Citizen Advisory Boards/Committees

Suggested Evidence of Compliance: *Provide list of formal and ad-hoc boards/committees with membership, authority, responsibilities and duties, terms of office, meeting minutes.*

Los Alamos County utilizes various Boards to allow citizens to be actively involved in government business.

Community Services incorporates into the department four (4) of the thirteen (13) boards appointed by the County Council. The four boards are Art in Public Places, County Health Council, Library Board, and Parks and Recreation Board.

The [Boards & Commissions Spreadsheet](#) (PDF) lists the boards and committees with membership, authority, and terms of office. The responsibilities and duties for members are outlined in the [Boards & Commissions Manual](#), and evidence of agendas and minutes for the boards above are listed below.

1.1.2 [PRB Board Agendas and Minutes](#)
1.1.2 [APP Board Agendas and Minutes](#)
1.1.2 [Library Board Agenda and Minutes](#)
1.1.2 [Health Council Board Agenda and Minutes](#)

1.2 Periodic Review of Documents

Suggested Evidence of Compliance: *Provide the agency review schedule for the document, program, policy or procedure referenced in the enumerated standards.*

The Community Services Department approves rules, regulations, and policies relating to the operation of each division. The County Manager's Office approves administrative policies, rules, and regulations. The Los Alamos County Council approves any policies which pertain to ordinances. The documents required for periodic review include a review cycle, next review due date, approving authority, and reviewed and approved as noted.

1.2 [Periodic Review of Documents Timetable](#)

1.2.1 Document Approval Authority

Suggested Evidence of Compliance: *Provide documentation that the agency budget and park and recreation system master plan have been duly adopted or approved by the entity responsible for policy-making and that other documents designated for approval by the appropriate approving authority have been approved in a manner consistent with the agency process and procedure for approval of policies, rules, regulations, and operational procedures.*

The Periodic Review of Documents timetable below (as also evidenced in 1.2) lists the required documents for the standard, showing designation for approval by the appropriate authority. Below are the minutes for adopting the budget and the integrated master plan.

1.2.1 [Periodic Review of Documents Timetable](#)
1.2.1 [FY2024 Budget Approval Minutes](#) (p.6)
1.2.1 [Integrated Master Plan Approval Minutes](#) (p.6)

1.3 Jurisdiction

Suggested Evidence of Compliance: *Provide the most recent map of the geographical boundaries of agency jurisdiction, service areas, and location of facilities.*

The county is approximately 109 square miles and is the smallest county in New Mexico. The County government has control of 11 square miles, with the balance under the control of the Department of Energy (Los Alamos National Labs), United States Forest Service, National Park Service, and Pueblos.

The agency's jurisdiction includes the Los Alamos and White Rock townsites. It is shown on the [townsite jurisdiction maps](), which was prepared as part of the Integrated Master Plan and [adopted on March 28, 2023]() (p. 6).

1.4 Mission

Suggested Evidence of Compliance: *Provide the established mission statement*

The Community Services Department's (CSD) Mission Statement was recently updated during the development of the CSD Integrated Master Plan in October 2022. The mission statement is reviewed every few years to ensure it captures the community's and department's goals and objectives. It is displayed in CSD facilities, as the poster evidence below.
The Mission Statement:

"We encourage a sense of community by connecting diverse people via positive interactions, inviting and inclusive places, healthy living, and opportunities for personal growth."

1.4 [Integrated Master Plan]() (p.7)
1.4 [Poster]()

1.4.1 Agency Goals and Objectives

Suggested Evidence of Compliance: *Provide the measurable goals and objectives for each organizational component, with evidence of periodic review and distribution.*

The Community Services Department's goals and objectives are set through a biennial process called the [CSD Road Map](). The CSD goals and objectives are included in the budgeting process to align with Council's [strategic leadership plan and goals.]()

County Council has five goals and 22 priorities that were recently adopted on February 7, 2023, and the alignment with CSD goals is included in the agency goals and objectives document. In addition, progress on these actions is reported annually through a [presentation]() to the Parks & Recreation Board.

Each division within the Department also provides strategic business plans for its operations, which align with the overall CSD Road Map. The agency goals and objectives and the divisional strategic plans are shared with employees and stored on the intranet for all employees to access.

1.4.1 [Agency Goals and Objectives](), includes division strategic work plans
1.4.1 [Reminder email to Employees]()
1.4.1 [Council Goals to Employees]()

1.4.2 Personnel Involvement

Suggested Evidence of Compliance: *Provide examples of the methods utilized to obtain input from personnel at various levels of the organization (e.g., surveys, focus groups, etc.) and how the organization's goals and objectives are communicated to all personnel.*

The Community Services Department Director holds bi-monthly staff meetings with division-level managers, individually and as a group. Bi-monthly staff meetings include [agendas](#) attended by the Parks Superintendent, Recreation Superintendent, Library Manager, Social Services Manager, and Sr. Management Analysts. Topics communicated and discussed include information from the Los Alamos County [Senior Management Team meetings](#).

The Community Services Department Director holds bi-monthly staff meetings with division-level managers, individually and as a group. Bi-monthly staff meetings include attended by the Parks Superintendent, Recreation Superintendent, Library Manager, Social Services Manager, and Sr. Management Analysts. Topics communicated and discussed include information from the Los Alamos County.

The [CSD extended management](#) meetings are held quarterly and include all department supervisors and exempt staff (or their designee). These meetings allow each division's representative to provide input and communicate on CSD matters. In addition, each division manager meets with their employees bi-monthly to further share information discussed on the management level, allowing employees additional opportunities to ask questions, provide input, and clarify information.

Goals and objectives are also discussed and documented during the annual employee performance evaluation period and mid-year review.

Examples of staff involvement include the review of [Council Priority Goals (2023)](#) and the process of creating the [Integrated Master Plan (IMP)](#) along with Berry Dunn Consultants. Staff were encouraged to attend, and their feedback was valued. CSD provides staff with two guiding procedures (below) for staff meetings and communication.

1.4.2 [Employee Meeting Agendas](#)
1.4.2 [Staff Meeting Procedure](#)
1.4.2 [Staff Communication Procedure](#)

1.5 Vision

Suggested Evidence of Compliance: *Provide evidence of adopted Vision statement that is available to the approving authority, staff, and participants.*

The Community Services Department recently updated its Vision Statement during the development of the CSD Integrated Master Plan in October 2022. It is reviewed every few years, ensuring it captures the goals and objectives of the community and the Department. CSD's Vision Statement, as adopted with the CSD Integrated Master Plan, is displayed in CSD facilities as the attached poster:

 "Serving our diverse community and visitors with integrated recreational, educational, social, mental, physical, economic, environmental, and cultural opportunities and is reviewed periodically to ensure it captures the vision of both the community and the department."

1.5 [Integrated Master Plan (p. 7)](#)
1.5 [Poster](#)

1.6 Policies, Rules, Regulations, and Operational Procedures

Suggested Evidence of Compliance: *Show delegation of responsibilities among approving authority, chief administrator, and staff regarding development and implementation of policies, rules, regulations, and operational procedures.*

CSD's practice is to follow the Los Alamos County Policy: [0110 Developing Procedure Guidelines,](#) CSD's [Developing Operational Procedures Policy](#), and [CSD's Establishment Guidelines Flowchart](#) for creating department-level and County-wide policies and procedures. These guiding documents outline the delegation of responsibility by which policies and procedures are developed and implemented.

1.6.1 Administrative Policies and Procedures

Suggested Evidence of Compliance: *Provide access to the agency policies and procedures, demonstrate how they are made available to personnel, and provide evidence of periodic review by the approving authority and administrators.*

Community Services has specific department policies and procedures globally enforced across all divisions. In addition, each division has administrative policies, procedures, and employee handbooks applicable to their program.

CSD staff follow the [Developing Operational Procedures Policy](#) and [CSD's Establishment Guidelines Flowchart](#) for creating agency policies and procedures. These guidelines provide a standardized process, written format, content, and style for developing policies and guidance using a [CSD standard operating procedure template](#). The template includes the effective date, the policy's purpose, procedure, reference to any related information, and the responsibilities of the division manager, supervisor, and employee. The documents also include a last review date and any updated versions. The administrative authority reviews these policies periodically, and documents are easily accessible by department staff on the [CSD's intranet page.](#)

1.6.1 [Aquatic Center Lifeguard Handbook](#)
1.6.1 [CSD Policies and Procedures](#)
1.6.1 [Customer Service Procedures](#)
1.6.1 [Golf Course Procedures](#)
1.6.1 [Ice Rink Training Manual](#)
1.6.1 [Library Procedures](#)
1.6.1 [Parks Procedures](#)
1.6.1 [Social Services Procedures](#)

1.7 Agency Relationships

Suggested Evidence of Compliance: *Provide evidence of cooperative efforts, including a list of staff with liaison responsibility. This information may be evidenced through Memoranda of Agreement, Memoranda of Understanding, Cooperative Agreements, etc.*

The Community Services Department works closely with local organizations and governmental agencies to collaborate on programs, events, and public outreach that ultimately benefit the community. Many agencies operate through purchase orders, MOUs (Memorandum of Understanding), or other written agreements, including educational, non-profit organizations, and other governmental entities. The [Agency Cooperative Relationships matrix](#) comprehensively lists agencies and respective staff liaisons. Links to associated agreements are listed within the matrix and in the [agency agreements folder.](#)

1.7.1 Operational Coordination and Cooperation Agreements

Suggested Evidence of Compliance: *Provide examples of cooperative agreements.*

The Community Services Department utilizes contracts, memorandums of understanding (MOUs), and joint-use agreements with numerous agencies and organizations in and around New Mexico. These agreements are part of the [Agency Cooperative Relationships matrix](#) under Standard 1.7 Agency Relationships, and a few examples of some of these agreements are listed below.

1.7.1 [AGR15-4146 SirsiDynix](#)
1.7.1 [AGR20-28-A1 Sancre Productions LLC](#)
1.7.1 [MOA21-943_NMSU Cooperative Extension Service](#)

2.0 Planning

2.1 Overall Planning Function within Agency

Suggested Evidence of Compliance: *Provide the responsibilities and functions of the planning entity. Provide resumes of training and experience for staff and/or consultants who have planning capabilities.*

Planning within Community Services is primarily driven by the Community Services Department Director in collaboration with Division Managers of Parks, Recreation, Library, and Social Services.

CSD also collaborates with other departments in the County, such as the Community Development Department, Fire, Police, Public Works, and Finance. Additionally, Los Alamos County and CSD maintain staff who are licensed and certified professionals. CSD also contracts with outside consultants as needed, and the County-appointed advisory boards provide a forum for public comment and provide advice to the Los Alamos County Council.

2.1 [CSD Licenses and Certifications](#)
2.1 [Director Job Description](#)
2.1 [Cory Styron, Department Director Resume](#)
2.1 [CSD Parks Superintendent Job Description](#)
2.1 [Wendy Parker, Parks Superintendent Resume](#)
2.1 [CSD Recreation Superintendent Job Description](#)
2.1 [Katherine Hudspeth Resume, Recreation Superintendent](#)
2.1 [CSD Library Manager Job Description](#)
2.1 [Gwen Kalavaza Resume, Library Manager](#)
2.1 [CSD Social Services Manager Job Description](#)
2.1 [Jessica Strong Resume, Social Services Manager](#)
2.1 [CSD Senior Management Analyst Job Description](#)
2.1 [Linda Lindstrom Resume, Senior Management Analyst](#)
2.1 [Team Berry Dunn (Green Play LLC)](#)
2.1 [WT Group](#)

2.2 Involvement in Local Planning

Suggested Evidence of Compliance: *Demonstrate the role of the agency in local planning through personnel assignments and documentation of involvement, e.g. minutes, agendas, and cooperative agreements.*

CSD is actively involved in local planning efforts and avails themselves of such projects by regularly attending public meetings held by the local planning boards.

Citizen advisory boards recommend local planning-related matters to the County Council, including providing advice during the CIP budget process and updates to the Parks & Recreation Board and other County boards.

The department director also liaises with the Inter-Departmental Review Committee (IDRC). The IDRC comprises representatives from various County departments to assist with planning County land use and permit applications.

Projects where CSD has collaborated with other internal and external entities are included in the planning matrix and documents referenced below:

2.2 Involvement in local, regional, state, and federal planning spreadsheet
2.2 Historic Preservation Board (p.1)
2.2 Los Alamos Health Council (p.2)
2.2 Environmental Sustainability Board (p.2)
2.2 Golf Course Improvement Project (p.4)
2.2 Golf Course AGR22-70 iConsult LLC
2.2 PRB Golf Course Presentation Minutes (p.2)
2.2 Trajectory Study email
2.2 Tennis Court Complex Presentation
2.2 Council Minutes (p.4)
2.2 PRB North Mesa Shared-Use Gymnasium Minutes (p.4)
2.2 Multi-Use Gym Council Minutes (p.2)
2.2 Multi-Use Gym Grant_21-F2793

Los Alamos County Council and the Los Alamos Public School Board considered options at the Middle School site and a school site in White Rock. Public meetings were held to engage the public. Both projects have received State funding.

2.3 Planning with Regional, State, and Federal Agencies

Suggested Evidence of Compliance: *Define the role of agency personnel and documentation of involvement (minutes, agendas, cooperative agreements) in regional, state, and federal agencies planning.*

CSD is the central pulse of health and well-being for the community and works collaboratively with the federal government's [Department of Interior](#) and the [US Forest Service in collaboration with the Jemez Mountains Dispersed Recreation Collaborative](#) to support recreational opportunities.

Parks and Open Space work locally with the [Department of Energy (LANL/TRIAD)](#) to coordinate clearing the area around the facilities to maintain a Fire Brake from the trees. The planned action is in place with staff training and a staff manual. Parks & Open Space has worked with the [Bureau of Indian Affairs](#) to assist in capturing and relocating feral cattle. They also meet with the [East Jemez Resources Council,](#) including LANL members. This group was formed to maintain and enhance the East Jemez Mountains' natural and cultural resources and promote communication and collaboration with regional partners.

The Social Services Division (SSD) is currently addressing the issue of homelessness in Los Alamos County, helped in part by a grant from the New Mexico Department of Health and the statewide non-profit organization Coalition to End Homelessness. This grant encourages collaboration through multi-county learning circles (to start in Fall 2023). An initial meeting with representatives from [Santa Fe County](#) took place in July 2023 to discuss rural housing strategies that could also be aligned with each county's opioid response efforts.

SSD is also part of a local collaboration that includes the Los Alamos Public School district, the Courts and police department, and mental health organizations to coordinate training, outreach, and Narcan distribution to address the use of opioids and synthetic drugs in the community.

2.3 [Involvement in local, regional, state, and federal planning spreadsheet](#)
2.3 [Academy of Parks and Recreation Administrators](#)
2.3 [Rio Grande Trail New Mexico](#)
2.3 [State of NM Outdoor Recreation Division](#)
2.3 [Tuff Riders](#)

2.3.1 Community Comprehensive Plan with Park and Recreation Component

Suggested Evidence of Compliance: *Provide the current plan, with date of official approval.*

The [Community Comprehensive Plan](#) (Table of Contents) was developed in 2016 by the Los Alamos Community Development Department in conjunction with the needs of the Open Spaces division of the Community Services Department.

Goals, policies, and strategies directly related to Community Services are addressed in section [2.8: Planning Context](#) and section [3.3: Open Space, Trails, and Mobility.](#)

2.3.1 [Community Comprehensive Plan Resolution](#)
2.3.1 [Community Comprehensive Plan (Complete Plan)](#)

2.4 Park and Recreation System Master Plan

Suggested Evidence of Compliance: *Provide the current plan with documentation of official approval; describe update process; and describe a phased implementation program with linkage to the agency's capital improvement budget.*

The [Community Services Integrated Master Plan](#) is a comprehensive guiding tool for planning, acquiring, developing, and operating parks, facilities, and recreation programs over the next five years. It was recently updated with the help of Berry Dunn Consultants and [approved by Council on March 28, 2023](#) (p.6), and provides a webpage created for internal and external customers to review essential updates, links to online surveys, public forum videos, and associated planning documents utilized in updating the Integrated Master Plan.

Driven by community input, the Master Plan aims to be an ambitious but implementable road map for Community Services. CSD staff has begun to incorporate recommendations and objectives from the plan into CSD's Capital Improvement Plan, which drives the CSD [capital improvement budget](#) (pgs. 84 & 85) each year.

2.5 Strategic Plan

Suggested Evidence of Compliance: *Provide the agency's strategic plan, date of approval by approving authority, evidence of last review, and indicate progress being made in implementing the plan.*

Tied to cost metrics and the recently adopted CSD Integrated Masterplan, the [CSD Road Map Strategic Business Plan (2024-2026)](#) includes a progressive implementation for both short- and long-term recommendations. This document aligns with the CSD Integrated Master Plan, which cascades from the Council's Strategic objectives. CSD uses a two-year plan that aligns with the County budget cycle for more flexibility.

CSD has a multi-layered approach when evaluating and defining goals for its strategic plan. It involves public involvement, a mission, and a vision statement, and each goal is reviewed and prioritized to align with the County Council's goals. In addition, progress on these actions is reported annually to the [Parks & Recreation Board](#).

Additionally, the [Agency Goals and Objectives](#) document outlines how CSD goals align with the Council's Strategic Leadership Plan; the department is primarily involved in the following Council goals: Quality Governance, Operational Excellence, Economic Vitality, and Quality of Life.

2.6 Feasibility Studies

Suggested Evidence of Compliance: *Provide examples of recent feasibility studies such as market, cost benefit, site, transportation, environmental and economic analyses.*

Flow Trail Project

In 2017, a Flow Trail Project was terminated due to a lack of funding. Based on some of the similar aspects within this project, in 2021, the Community Services Department (CSD) contracted with a professional project team to provide a conceptual design and layout for new and renovated trails in Pueblo Canyon, known as the Pueblo Canyon Trail Conceptual Plan.

The study looked at a possible MTB skills park in the Canyons. It evaluated concepts of a long multi-use trail of approximately seven (7) miles, two, -three loops of the main trail to allow for National Interscholastic Cycling Association (NICA) events, a multi-use corridor trail connecting North Mesa to Downtown across Pueblo Canyon. This study was presented to community stakeholders for feedback over the course of seven (7) months between January 2022 and June 2022.

1735 Fees

In 2021, CSD proposed fee structure changes for two facility rental programs: the North Mesa Stable fees and the RV storage lots. These services were last updated in 2006.

In analyzing the fees for each rental program, staff made rental comparisons to similar businesses in the region. Los Alamos is a unique county in that no other municipalities provide these services to patrons and additionally subsidize these services.

Underutilized Facilities

CSD is currently looking at using two tennis courts, one handball wall, and two playlots within Los Alamos County to see if they are the best facilities for the community. We collected survey responses for each location during September of 2023 and included a short description and photo of the facility.

According to the National Park and Recreation Association Performance Review, which was benchmarked during the development of the Integrated Master Plan for similar community populations, Los Alamos County has an excess of 11 courts and 14 playgrounds. The North Mesa Courts are scheduled for demolition and rebuild in the summer of 2024.

2.6 [Pueblo Canyon Trail Conceptual Plan](#)
2.6 [1735 Fees Council Agenda Minutes](#)
2.6 [Press Release](#)

2.7 Site Plans

Suggested Evidence of Compliance: *Provide a representative sampling of the agency's area and facility site plans.*

All park outdoor facility site plans are stored in drawers in the park maintenance office (as shown in the links below). Copies of CSD building site plans are kept in the Records Management office. The following represents a sample of the following facility site plans:

2.7 [North Mesa Stables Map](#)
2.7 [Ashley Pond*](#)
2.7 [Photo of file cabinets in the Parks office that house site plans*](#)

*Due to the size of these plans, photos are included.

2.8 Historical and Cultural Resource Management Plans

Suggested Evidence of Compliance: *Provide the historical and cultural plan(s).*

CSD has established the [Historical and Cultural Resource Management Plan](#). Los Alamos County has the pre-Manhattan Project history that includes the ancestral pueblos and Native American culture and history. The land grant, homestead and Ranch School history, and the post-Manhattan Project are alive around and within the community.

CSD works with several internal Departments to execute the plan. Facility Management Services have a role in maintaining the historical buildings and Parks, and Open Space supports grounds and trails in the community.

As a testament to the document, the community still uses several historic buildings today.

2.9 Community Involvement

Suggested Evidence of Compliance: *Describe how the diverse interests (community organizations, businesses and individuals) of the community were involved in the planning process.*

Los Alamos provides opportunities for individuals, businesses, and organizations in the planning processes for both CSD and Los Alamos County initiatives. Each project begins with a [Public Information & Involvement Plan (PIIP)](#) that identifies the reasons for the outreach, methods, and desired results.

Recently, the needs assessment of the Pueblo Canyon Trail, the development of the ADA Audit, and the Integrated Master Plan process each included focus groups, public meetings, and [public surveys](#) to gather community input. This outreach also included [social media posts](#), [public service announcements](#) via local and online media groups, [direct emails](#), and [personal interaction](#) when applicable.

Virtual meetings are available and have been found effective in increasing attendance and recording these meetings for later review by the community. Lastly, it utilizes numerous advisory boards that provide additional opportunities for public input during monthly meetings and direct emails to each board.

2.9 [Direct Email 2](#)
2.9 [Pueblo Canyon Trail Public Meetings and Focus Groups](#)
2.9 [ADA Audit Public Meetings and Focus Groups](#)
2.9 [Integrated Master Plan Public Meetings and Focus Groups](#)

2.10 ADA Transition Plan

Suggested Evidence of Compliance: *Submit minutes of the approving authority meeting approving the transition plan, or a copy of the plan noting the dates and times when plan tasks were completed*

The Community Services Department acknowledges and supports the Americans with Disabilities Act (42U.S.C. 12131 "ADA") and prohibits discrimination based on disability in the services, programs, or activities the County provides.

To provide better access for the community, the WT Group was contracted to complete an ADA audit of all CSD facilities and to create an [ADA Transition plan,](#) which Council adopted on [September 6, 2022](#) (p.3, item 9). This plan includes assessment reports, goals, and recommendations that are indicated within this plan. CSD is working on a transition plan outlined in the [ADA transition plan tracking document](#) (PDF) to make CSD facilities ADA-compliant.

2.10 [ADA Transition Plan PIIP](#)
2.10 [ADA Transition Plan Tracking Document (Excel Format)](#)

3.0 Organization and Administration

3.1 Organizational Structure

Suggested Evidence of Compliance: *Provide a chart showing the agency's organizational structure, interrelationships among organizational components, and the function of each component. Organizational components are the major subdivisions of the organization, e.g. departments and divisions. Indicate how this information is made available to staff and the public.*

The CSD Organization Chart provides the structure for the Community Services Department and the interrelationships among the organizational components of each division. This information is published on the County's website, in Council documentation, and at the request of all internal staff and external customers.

Centralized Services is the administrative branch of the Community Services Department. It supports the administrative functions of each division within the department. It also oversees Cultural Services and its contracts, which help enhance the quality of life by providing the community opportunities to attend free or low-cost cultural activities, programs, and events. Cultural Services are for all generations of residents and visitors to the community through contracting services with local non-profit organizations.

Library – The library offers our diverse regional community many opportunities by providing open and equal access to various ideas and information through evolving technology and services. They provide informational, recreational, educational, and research services, including acquiring and circulating print and electronic library materials, answering reference questions, offering public Internet access, and presenting youth and adult programs and art exhibits. The Los Alamos County Library System consists of the main library, known as Mesa Public Library, and the White Rock Branch Library.

Parks & Open Space – Parks and Open Space staff strive for continuous improvement in promoting the safety and quality of the infrastructure through reliable and consistent park and trail maintenance, design/development, and enhancement of existing and new facilities to improve the aesthetics of the parks and open spaces of Los Alamos County.

Staff is responsible for County parks, play lots, road medians, landscaping and grounds maintenance, Guaje Pines Cemetery, North Mesa stables, Community Garden Plots, Camp May, equestrian arenas, sports fields, Ashley Pond, 75 miles of trails and open space and support for various recreation and community events.

Recreation – The Recreation Division includes the Aquatic Center, Ice Rink, Golf Course, and Recreation Programs, offering services, programs, and special events for participants of all ages throughout Los Alamos County.

Social Services – The Social Services Division manages the Health Care Assistance Program, which supports access to health-related programs and services. The Division also manages Social Services Contracts with half a dozen agencies that provide a wide range of programming for families, youth, and seniors throughout the community and coordinates the work of the Los Alamos County Health Council.

3.2 Administrative Offices

Suggested Evidence of Compliance: *Provide documentation that describes the types of office space and administrative equipment used by the agency and how access is provided to the staff and the public.*

The Administration office, 1000 Central Ave, includes three staff offices: one for the Department Director and one for each Sr. Management Analysts. The Senior Office Specialist utilizes an open reception desk.

Recreation & Aquatic Facility, 2760 Canyon Road

Two staff offices: one for the Recreation Superintendent and a shared office for the Aquatic Facility Manager and Aquatic Coordinator. A cubicle space is provided for the Program Specialist, Recreation Program Manager, and the recreation program staff. The facility also contains a conference room, a kitchen/break area, a training room, a front desk reception office, and public restrooms.

 Golf Course, 4244 Diamond Drive

An office for the Golf Course Program Manager. A shared office for the Golf Professional and the Sr. Recreation Specialist. This facility also houses a restaurant, a conference room, and public restrooms.

Ice Rink, 4755 West Road

The Recreation Specialists share one office throughout the year as needed for programming.

Mesa Public Library, 2400 Central Ave, Third Floor

Two offices: One for the Library Manager and the other for the Community Engagement Librarian. Two cubicle spaces: One for the Sr. Office Specialist and the other for the Programming Specialist.

White Rock Branch Library, 10 Sherwood Blvd, White Rock

An office for the Librarian in charge of the Branch, front reception area, and public restrooms.

Parks & Open Space, 101 Camino Entrada

Two staff offices: one for the Parks superintendent and one for the Parks assistant superintendent. An office for the Open Space Specialist and an open reception desk, which is utilized by admin staff.

Social Services Office, 1183 Diamond Drive

Three (3) offices: One (1) each for the Social Services Manager, Management Analyst, Healthcare Specialist, and Case Manager.

3.2.1 Support Services

Suggested Evidence of Compliance: *Describe the equipment, technology, and services used to support professional staff.*

Community Services has administrative staff who provide general support to each division.

The department utilizes various equipment, technology, and services, allowing all staff to provide exceptional customer service to our internal and external customers. The following link provides a comprehensive equipment, technology, and services list.

3.2.1 [Comprehensive list of equipment, technology, and services](#)

3.3 Internal Communication

Suggested Evidence of Compliance: *Provide a communication matrix illustrating how internal communications are managed by the agency.*

The primary method for employees to communicate is through Outlook email. This process allows transparency within the County as it is subject to open record requests by both the public and staff.

The County Manager updates the County Council monthly through an internal [CMO (County Manager Office) Report](#) with information provided by each department.

CSD has [meetings](#) with the Division Managers and the Senior Management Analysts. During these meetings, the Director shares information of importance with the team and provides the opportunity to discuss and comment on the department's needs. The floor is given to the team for shared or upstream communications from managers and staff.

Additional department information is communicated through the Department Director to their direct reports. It is then communicated to the rest of the staff. It utilizes additional communication tools and mediums to manage internal communication within the County and Department to provide timely and relevant information to its employees.

Bi-monthly, each division supervisor meets with their staff to discuss and collaborate on operational items, allowing direct reports to communicate upward as needed. The CSD Department Director also has an open-door policy for employees to speak with the department director anytime.

CSD employees are also expected to follow [LAC Policy 0420 --Communications Policy](#), which outlines the methods and expectations for communicating concerns or expressing comments by employees.

When alerting employees (and the public) of emergencies in Los Alamos, the Emergency Management Division utilizes a [CodeRed phone alert](#) system and app for quick communication.

Attached is the [Communication Matrix](#), which illustrates how this is managed by staff within CSD.

3.4 Public Information Policy and Procedure

Suggested Evidence of Compliance: *Provide the written statement of policy and procedure, indicating approval by the proper authority.*

CSD uses many tools to communicate information to the public, as outlined in [LAC's Policy 0295 -- Media Spokesperson and Press Release Policy](#) and [Public Information Policy & Procedures.](#)

The Public Information Officer works within the County Manager's office and oversees the process and timing of providing information to the public, including the media. CSD staff create and distribute news and upcoming events to the media via press releases, social media, and the County website. Inquiries from the media begin with and are primarily handled through the Public Information Officer.

3.4 [PIIP: Golf Course Site Improvements Phase 1](#)
3.4 [PIIP: Integrated Master Plan](#)

3.4.1 Public Information and Community Relations Responsibility

Suggested Evidence of Compliance: *Provide the position description that reflects responsibilities for public information and community relations functions.*

The [Communications and Public Relations Administrator](#) is the designated role and primary source for information disseminated to the community and media. The Public Information Office (PIO) collaborates with the [program specialist, community engagement librarian](#), and [legal assistant](#) to develop and communicate CSD information to the public.

3.4.2 Community Relations Plan

Suggested Evidence of Compliance: *Provide the community relations plan and latest evaluation*

The Community Services Department's Community Relations Plan is incorporated within the [CSD Marketing Plan](#). In addition, staff follow Los Alamos County's [Communications & Public Relations Communication Plan](#) and the Public Information & Involvement Plan (PIIP) Procedures as required through the Public Information Office.

Keeping patrons informed and building trust within the community is vital for Los Alamos County and the Community Services Department. Each plan addresses outreach through various outlets such as the [Los Alamos County and Community Services project website page,](#) [social media,](#) [press releases](#), and participation in [community user groups and organizations.](#)

3.4.3 Marketing Plan

Suggested Evidence of Compliance: *Provide the plan and latest evaluation*

The Los Alamos County Community Services Department utilizes multiple targeted communication strategies based on the demographics of Los Alamos County. The current version of the CSD Marketing Plan and Community Services Marketing Procedure and Strategy includes the latest general demographic information available to Los Alamos County.

Los Alamos County also implemented a Branding Identity Style Guide, a Use of Facebook for Marketing and Communication Policy, a Media Spokesperson and Press Release Policy, and a Public Website Policy. Additionally, the Los Alamos County Community Services Department collects data from customer/patron surveys, websites, and social media analytics to continuously refine the overall marketing plan and to set specific detailed calendar goals.

3.4.3.1 Marketing Responsibility

Suggested Evidence of Compliance: *Provide the position description that includes responsibility for marketing.*

The Program Specialist is the primary point of contact for the marketing initiatives and works closely with the division managers to identify marketing and promotion strategies within each area of responsibility.

The Recreation Superintendent oversees the marketing functions within CSD. The superintendent position directs the Program Specialist position in guiding the work to develop graphics, video, and printed marketing materials for both internal and external distribution, as well as updating the Community Services pages on the County's website.

3.4.3.2 Social Media Policy

Suggested Evidence of Compliance: *Provide a copy of the Social Media Policy*

Community Services policies and procedures for social media are outlined in the Community Services Marketing Procedure and Strategy. In addition, employees follow the County's Policy 0295-- Use of Facebook for Marketing and Communication and 0210-- Public Website Policy.

3.5 Utilization of Technology

Suggested Evidence of Compliance: Provide examples of progressive adoption, upgrade, installation, and/or use of technology. Examples could include but are not limited to communications and security systems, energy and records management systems, data management and sharing systems, lighting and irrigation systems, work orders and work assignment applications, financial systems, and class registration systems.

The Community Services Department uses a multitude of application systems to operate daily. The primary software applications used to provide efficient operations are [Tyler Munis] and the Vermont Systems reservation application, [RecTrac.] Tyler Munis handles financial, procurement, work order, and human resource activities. RecTrac is the reservation and payment system for activities, facility rentals, and inventory sales.

Internally, staff use virtual platforms to communicate with other staff and the community for work, such as MS Teams or Zoom, for quick questions or meetings that reduce travel. This is also used for professional services or contractors when applicable to minimize travel time and allow for shared use of documents.

Staff also use virtual platforms for additional outreach within the community for public participation in meetings, forums, or advisory boards.

Community Services strives to have current systems to assist employees and patrons with more streamlined processes and positive experiences. CSD has recently installed large video monitors at the Aquatic Center for better safety and security, as well as installed a [Bright Sign system] at the Aquatic Center, Ice Rink, Golf Course, and Social Services to help better inform the public of programs, services, and essential information, and [upgraded fiber optics] at the Ice Rink facility. In addition, CSD has a convenient self-pay station to pay at the [White Rock RV Park] and a ["Los Alamos Now" app], which allows individuals to have important contact and destination information on their phone and report any maintenance issues within the community.

Software upgrades and maintenance for these systems are coordinated through the County's Information Management Division and are done as [scheduled] and/or as needed.

In addition to these software systems, the [applications list] referenced in Standard 3.2.1 provides the many other applications utilized within the agency.

3.5.1 Management Information Systems

Suggested Evidence of Compliance: *Provide examples of recent statistical and data summaries and describe their use in management decision-making.*

The Department's primary applications used for statistical data are the Tyler *Munis* application, Vermont System's *RecTrac*, and Microsoft Excel. These systems deliver many statistical and financial reports to better assist staff with making informed decisions.

Tyler Munis allows staff to generate financial reports, which are reviewed monthly for budgeting revenues and expenditures for previous, current, and future years, as evidenced by the travel and training expense reports. These reports are used to ensure prices are in line with approved budgets. Admin staff can see the individual divisions and a snapshot of the Department's overall budget.

Vermont System's RecTrac is recreation reservation software for securing field and facility reservations, miscellaneous permits, and service payments. It includes a lemon lot (used car permits), camping and RV permits, and services, which include horse stable rental payments and seasonal community garden plot rentals. These reports review participation numbers, facility use, and number of permits issued. Data is used for making program improvements or providing information to the public.

Microsoft Excel tracks contract workflow information for the various park services (horse stable rentals, community garden plot rentals, and RV Storage).

Placer.ai is an online geofencing application that captures various analytics, such as community usage and local demographics at a facility or event. This is evidenced in the attached 4th of July and Ashley Pond Summer Concert metric reports that compare data from the events for 2022 with 2023.

3.6 Records Management Policy and Procedures

Suggested Evidence of Compliance: *Provide records management policy and procedures and a copy of the most recent review.*

Los Alamos County's policy is that each department be responsible for following recordkeeping standards and practices as outlined in Los Alamos Policy 310 Records and Information Governance. In addition, divisions within the Community Services Department adhere to an internal CSD Records Retention and IPRA Requests procedure that defines each division's record data liaison (RDL). The RDL is responsible for managing and archiving documents and gathering information in response to IPRA (Inspection of Public Records Act) open record requests.

3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures

Suggested Evidence of Compliance: *Provide the records disaster mitigation and recovery plan and procedures and a copy of the most recent review.*

The Essential Records section of the Community Services Continuity of Operations Plan (COOP: Annex G identifies vital records, systems, and data (hard copy and electronic) critical to performing mission-essential functions. The COOP ensures the availability of emergency operating records and provides backup for legal and financial documents. The Community Services Department maintains current copies of vital records essential to the continued functioning or reconstitution in a secure online location.

The COOP includes records with such value that their loss would significantly impair the Community Services Department of conducting mission-essential functions to the detriment of the organization's legal or financial rights or entitlements or the affected individual. The Continuity of Operations Plan (COOP) is available to all employees.

LosAlamos.BOLDplanning.com has an online file archive for storing and accessing vital records related to the COOP.

The Information Management Department will recover all information and communication systems after an emergency. System maintenance is done monthly for Munis, Executime, and all other related systems, and IM's current backup process is linked below.

3.6.1 Continuity of Operations Plan (COOP)
3.6.1 IM Maintenance Calendar
3.6.1 Information Management Backup Process
3.6.1 Email regarding records disaster backups

4.0 Human Resources

4.1 Personnel Policies and Procedures Manual
Suggested Evidence of Compliance: *Provide the personnel policies and procedures manual and the date of latest review*

Los Alamos County's Human Resource Department compiles the [Personnel Rules & Regulations Manual](#) (last reviewed October 18, 2022) and [the salary schedule](#). Both are available on the [Human Resources intranet page](#) for access to all County employees.

4.1.1 Code of Ethics
Suggested Evidence of Compliance: *Provide the code of ethics.*

Los Alamos County employees comply with all applicable laws and regulations and are prohibited from engaging in conduct that creates actual or potential conflicts of interest. In addition, they are to refrain from any illegal, dishonest, or unethical conduct.

The Standards of Conduct are outlined in the [Los Alamos County Code of Ethics: Chapter 30, Sections 4 through 17,](#) within the County's Municipal Code.

4.1.1.1 Staff Acceptance of Gifts and Gratuities
Suggested Evidence of Compliance: *Provide the policy on acceptance of gifts and gratuities by staff members.*

Per the Los Alamos County [Personnel Rules & Regulations, Rule 306.1, pgs. 5-6](#):

"...no reward, gift, or other forms of remuneration in addition to regular compensation shall be received from any source other than the County by an individual employee for performance of his/her duties. If a reward, gift, or other form of remuneration is given to any employee, it shall be credited to a designated employee fund."

4.1.2 Recruitment Process
Suggested Evidence of Compliance: *Provide recruitment procedures, recruitment objectives, and last review.*

Los Alamos County's policy is to maintain a qualified and diverse workforce by following all applicable laws and not discriminating. To ensure fair and consistent hiring practices, Los Alamos County [Procedure Guideline 1180, Recruitment Policies & Procedures,](#) was last reviewed on August 31, 2022, and outlines the process for all recruitments for Los Alamos County and covers the procedural steps, beginning with submitting a requisition to start the process by extending an offer and indicating the first day of employment.

4.1.3 Equal Opportunity Employment and Workforce Diversity

Suggested Evidence of Compliance: *Provide the equal opportunity and workforce diversity policy and show evidence of implementation.*

Los Alamos County and Community Services staff are committed to having a diverse workforce that reflects the community. This commitment is supported through several policies to ensure we are meeting this goal.

The County has initiated a Diversity, Equity, and Inclusion work group comprised of staff from various departments to discuss how the County can better address differences as they apply to our daily workforce and environment.

In addition, the Human Resources Division also posts the EEOC statement on their website so all internal and external customers are aware of it.

As required by Policy 1120 -- Harassment Policy and Procedure, all supervisors are required to complete yearly trainings on anti-harassment measures. In addition, the Human Resources Department prepares an Affirmative Action Program (AAP) to reaffirm its commitment to affirmative action laws, including those administered by the U. S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP).

The Equal Opportunity and Workforce Diversity Statement is evidenced under Rule 1203, pgs. 51&52: Discrimination and Harassment in the Personnel Procedure Manual, Ordinance ARTICLE VIII. - CIVIL RIGHTS POLICY, Sec. 14-301. - Civil rights; public policy, outlined in Policy 1180 RECRUITMENT POLICIES & PROCEDURES.

A couple of measures to recognize the diversity in the region occurred when the County Council recognized the additional holidays of Juneteenth in June and Indigenous Peoples Day in October.

4.1.4 Selection Process

Suggested Evidence of Compliance: *Provide selection process procedures and evidence that procedures are being followed. The procedures shall include information about the purpose, development, validity, utility, fairness, adverse impact, administration, scoring, and interpretation of all elements used in the selection process.*

To ensure fair and consistent hiring practices, all employees of the Community Services Department adhere to the Los Alamos County Procedure Guideline 1180, Recruitment Policies & Procedures (Section IV: Procedures), and the Personnel Rules & Regulations (as outlined in Section IV, pgs. 15-23) as outlined in the selection process procedures by the Human Resources Department.

Community Services staff participate in fair hiring practices by inviting member(s) from other departments to be on the interview panel. In addition, CSD employees and supervisors assist in job description analysis, applicant review, and selection of qualified candidates utilizing the evidenced documents required by the HR department.

4.1.4 Interview Register, Score Sheet Matrix, Questions & Reference Checklists
4.1.4 Munis Recruitment Checklist
4.1.4 Recruiting Refresher Document

4.1.5 Background Investigation

Suggested Evidence of Compliance: *Provide the background investigation procedures and examples of background checks completed.*

Background checks are integral to hiring within Los Alamos County and for positions within the Community Services Department.

The Human Resources Department conducts background checks for required positions and ensures all information is kept confidential. The job description is the main driver for determining whether a background check is required for internal or external candidate(s) applying for positions within Los Alamos County.

Online background checks are currently processed by a third-party company, HireRight.

4.1.5 Redacted HireRight Background Report
4.1.5 HR Procedures on Background Reports

4.1.6 Employee Benefits

Suggested Evidence of Compliance: *Provide the employee benefits plan.*

Los Alamos County offers a generous benefits package that is an integral part of the total compensation package to employees and their families. These benefits include vacation leave, sick leave, tuition reimbursement, medical insurance, dental insurance, vision insurance, a defined benefit plan with PERA, an LAC retirement fund, a 457 Deferred Compensation plan, local fitness memberships, and other benefits available to employees.

The County's benefits program is outlined in the Personnel & Procedure Manual (Rule 413, pages 20 & 21). A comprehensive list of benefits information is available and accessible by the public on the Los Alamos County website and the HR intranet page for employees.

4.1.7 Supervision

Suggested Evidence of Compliance: *Provide examples of processes, procedures, or tools used to assure constructive and effective employee supervision.*

The supervisory team uses the 2024-2026 Road Map Business Plan and the individual division business plans to set operational guidance. These documents are further relayed to staff through the Performance Planning Agreement (PPA) process to set expectations.

CSD and Los Alamos County provide various opportunities, such as training and tuition reimbursement programs, to assist supervisors with the tools necessary for constructive and effective employee supervision, performance, leadership, harassment, and discipline. As a benefit of employment, employees are eligible for tuition reimbursement.

All internal training opportunities are listed in LITMOS, the County's in-person and online training repository. Several training courses are required, including any refresher that comes due in one, two, or five years. In addition, eligible employees can attend the County's internal Los Alamos Leadership Academy, Leadership Los Alamos, and the opportunity to go through the NRPA Supervisors' Management School and NRPA Directors School. A current matrix of CSD staff that have attended these programs is attached.

Supervisors also have weekly or bi-weekly meetings with their managers and discuss any concerns or proactive processes necessary to ensure appropriate supervisory responsibilities.

4.1.7 List of Training Opportunities in LITMOS

4.1.8 Compensation Plan

Suggested Evidence of Compliance: *Provide the compensation plan and a copy of its most recent review or update.*

Los Alamos County provides a competitive compensation program per the most recent Policy 1175 -- Compensation Plan, which was revised in October 2023. The compensation plan establishes the County's step plan, general pay rates for similar employment in the public and private sectors, cost of living data, and financial conditions, and was recently adjusted in July 2023. All compensation documents are available to employees on the Human Resources intranet page.

4.1.9 Performance Evaluation

Suggested Evidence of Compliance: *Provide the procedures and a sample of completed performance evaluations without identifying personal information.*

Performance evaluations are essential to career growth and evaluate an employee's strengths and weaknesses. Formal performance evaluations provide the necessary feedback that helps reduce deficits and develop skills and motivation, which can then contribute to eligibility for pay increases.

The performance evaluation rating period for Los Alamos County begins on April 1st, goes through March 30th, and aligns with the budget cycle, which ends on June 30th.

The [Performance Procedure Guidelines](#) outline the process all Los Alamos County supervisors follow.

4.1.9 [Development Plan Self-Assessment](#)
4.1.9 [Non-exempt PPA Example 1](#)
4.1.9 [Non-exempt PPA Example 2](#)
4.1.9 [Exempt PPA Example](#)

4.1.10 Promotion

Suggested Evidence of Compliance: *Provide the policy and procedures and indicate how they have been communicated to employees.*

Employees are encouraged to apply for promotions within both CSD and the County as an organization. Conversations regarding growth and advancement are discussed throughout the year and planned as part of the yearly performance appraisal process. In addition, supervisors and employees are made aware that all employees can apply for a promotion.

Depending on the job classification, employees apply for a position through the application process as defined in the [Recruitment Policy](#) and per [Section V of the Personnel Policies and Procedure](#). Promotions can be internal, by application, or recruited via external postings and are followed up with an interview if the employee meets the minimum qualifications for the position. If selected for a promotion, HR (or the hiring supervisor) will contact the employee with an offer letter outlining the pay rate, any job requirements, and a start date.

4.1.11 Disciplinary System

Suggested Evidence of Compliance: *Provide the code of conduct and performance and the policies and procedures that guide the disciplinary system and how this information is communicated and made accessible to employees. Include copies of disciplinary action steps included in collective bargaining agreements, if applicable*

Whenever an employee's performance, work habits, or personal conduct falls below a desirable level, supervisors inform the employee promptly and specifically of their actions and provide counsel and assistance.

Sometimes, an incident may justify severe disciplinary action, including immediate termination. The action taken depends on the seriousness of the incident and the whole pattern of the employee's past performance, length of service, and previous conduct.

As per Standard 4.1, the Personnel Rules & Regulations Manual is available to all employees. Each manager shall make any work rules or directives available to employees, who shall be aware of those rules.

As per Rule 607 – 608.2 of the Personnel Manual, employees found violating rules, policies, or directives may be subject to discipline, up to and including termination, depending on the severity of the offense, and appropriate legal action may be taken. Any internal investigations not previously conducted by the Human Resources Division regarding allegations of misconduct must be reviewed by the Human Resources Division after the investigation concludes.

The Human Resources Division will maintain all internal investigation documents in the personnel file. The Human Resources Division must review all work improvement plans, written warnings, and suspensions before further action.

4.1.11 Code of Conduct
4.1.11 Written Warning Example
4.1.11 Written Warning Example 2
4.1.11 Job Performance Memo

4.1.12 Grievance Procedures

Suggested Evidence of Compliance: *Provide the grievance procedures and indicate how the procedures have been communicated to the employees. Include grievance procedures included in collective bargaining agreements, if applicable.*

To ensure fair and consistent grievance practices, all Community Services Department employees must adhere to the process outlined in the Personnel and Procedures (Rule 800, Complaint Resolution and Grievance Process). As discussed during the New Hire Orientation with Human Resource staff, a copy of this handbook is available online to all employees.

Should an employee have a grievance they would like to escalate, their supervisor, the department director, and human resources staff will educate them on the process outlined in the Personnel and Procedure Rules.

4.1.13 Termination and End of Employment

Suggested Evidence of Compliance: *Provide the termination and end of employment policies and procedures, and indicate how they have been communicated to employees.*

Section VI of the LAC Personnel Policies and Procedures, Separations, Disciplinary Actions, and Appeal of Disciplinary Action, guides voluntary and involuntary separations. Voluntary separation is under [Personnel Rules & Regulation Rules 600-602](#) (p.24-25). If a reduction in force is required, those guidelines are under [Rule 603](#) (p.25). Special considerations for separation are in [Rules 605 to 606](#) (pgs. 25-26), and terminations are in [Rule 607.3](#). Disciplinary notifications, appeals, and hearings are outlined throughout [Rule 608](#).

The Personnel Policies and Procedures are part of the New Employee Orientation and are available for employees to review on the Human Resources Intranet page.

4.1.14 Social Media Policies Regarding Staff Use

Suggested Evidence of Compliance: *Provide the social media policies and procedures regarding staff use of social media. The agency shall provide evidence for dates of adoption, review, annual updating and staff training.*

Currently in legal review, the LAC Public Information Office recently reviewed its current [Facebook for Marketing and Communication Policy](#) (Policy 250) and is in the process of replacing it with an updated [draft Social Media Policy](#), which outlines the use of Social Media by County employees. This policy covers general guidelines, ADA compliance, content moderation, and an appeal process.

Employees who work with the County logo and branding information must also attend Branding Training and are encouraged to enroll in [social media marketing courses](#) as listed in LITMOS. They must also follow LAC Policy: Branding Use of the Balance Logo and the [Branding Identity Style Guide.](#)

4.1.14 [2022 List of CSD Employee Training](#)
4.1.14 [Training email upcoming trainings](#)

4.2 Staff Qualifications

Suggested Evidence of Compliance: *Provide job descriptions for a representative sample of key positions and resumes for the current incumbents.*

County employees are encouraged to apply for positions in which they are interested and those they meet the minimum qualifications identified in the job posting. Regular County employees shall be given a preference in hiring over non-County employees if all things are equal at the end of the interview/testing process.

Below is a sample of job descriptions for key positions and the resumes for the current key roles within Community Services.

4.2 [Link to all documents in folder](#)

4.2 [Department Director, Cory Styron Resume](#)
4.2 [CSD Director Job Description](#)
4.2 [CSD Parks Superintendent Job Description](#)
4.2 [CSD Parks Superintendent, Wendy Parker Resume](#)
4.2 [CSD Recreation Superintendent Job Description](#)
4.2 [CSD Recreation Superintendent, Katherine Hudspeth Resume](#)
4.2 [CSD Library Manager Job Description](#)
4.2 [CSD Library Manager, Gwen Kalavaza Resume](#)
4.2 [CSD Social Services Manager Job Description](#)
4.2 [CSD Social Services Manager, Jessica Strong Resume](#)
4.2 [CSD Senior Management Analyst Job Description](#)
4.2 [CSD Senior Management Analyst, Linda Lindstrom Resume](#)

4.3 Job Analyses for Job Descriptions

Suggested Evidence of Compliance: *Provide a job description for a full-time, part-time, temporary and internship position, and, if applicable, an example of a job analysis with last review.*

Community Services develops and utilizes job descriptions for many full-time, part-time, and seasonal/temporary positions. Job descriptions are analyzed by the Human Resources Department in partnership with the department director, division managers, and other hiring staff as needed. They are accessible on the County website to both employees and interested applicants.

Review or updates for a current job description, or research and creation of a new position, is performed by the supervising team and discussed with the Human Resources Department as necessary.

HR follows Personnel Rule Section II: Classification Plan, 200 – 206 (pgs. 1-4), as a procedure to modify or create new job descriptions. This includes additional research, vetting, and internal HR administrative processes to finalize the job description.

Attached is a representative sample of a full-time regular, temp/casual, and intern job description. The County does not have part-time job descriptions. Instead, they are considered regular positions that work either 20 or 30 hours weekly. Those that generally have multiple position types are indicated in the titles below:

4.3 Link to all documents in folder

4.3 Job Description Review and Analysis Emails
4.3 Rec Leader & Sr Rec Leader (Full Time or Casual)
4.3 Parks Maintenance Construction Spec (Full Time)
4.3 Student Intern (Temp or Casual)
4.3 Lifeguard (Full Time, Part-time, Casual or Temp)
4.3 Office Specialist (Full or Part-time)
4.3 Library Associate (Casual)

4.4 Chief Administrator

Suggested Evidence of Compliance: *Provide the chief administrator position description and the resume of the current incumbent. If she/he is from a related discipline, provide a summary of how the person's qualifications relate to park and/or recreation management.*

The Community Services Department is under the direction of Cory Styron. Cory has over 29 years of experience in Parks and Recreation, holds a master's in business administration (MBA), and is credentialed as a Certified Park and Recreation Professional (CPRP). Mr. Styron is also a Fellow of the American Academy of Park and Recreation Administrators and serves as Secretary. Mr. Styron recently completed two terms on the Commission on Accreditation of Parks and Recreation Agencies, of which he served two years as Chair.

4.4 CSD Director Job Description
4.4 Cory Styron Resume

4.4.1 Leadership Succession Procedure

Please provide a narrative which explains how your agency has met the standard as well as an explanation of your Evidence of Compliance materials. Alternatively, if your agency has not met the standard, please describe in detail.

The Community Services Department has developed an Order of Succession for all critical positions held within the organization. Provided in the attached pages from the Continuity of Operations Plan (COOP) are the title and name of each primary person currently holding a key position, followed by a list of designated successors. The successors listed within the evidence are by title in order of precedence.

4.4.1 COOP TOC/Approval
4.4.1 COOP Succession (p. 66)

4.5 Workforce Health and Wellness Program

Suggested Evidence of Compliance: *Provide evidence of the agency's employee health and wellness program, level of participation and most recent evaluation.*

Los Alamos County offers its employees many options for health and wellness. All employees, including temps and casuals, are eligible and encouraged to use the Employee Assistance Program (EAP), yearly health fair screenings, and a discount program for top attractions and travel. Employees can also enjoy free admission to the aquatic center and ice rink, as well as discounted rounds of golf.

The CSD facility utilization reports also show the number of County employees that use the Aquatic Center and the Ice Rink for fiscal years 2021 through 2023. These numbers indicate the level of participation as to how many employees participate in the free admission as a health and wellness benefit. In addition, the HR benefits department holds semi-annual challenges to motivate employees to walk to be more active.

Quarterly, a County Health Insurance Committee consisting of employees from various departments and the contracted consultant evaluates current and historical benefit usage and financial summaries through a utilization strategy document to determine if there is a need to add, adjust, or drop wellness programs. These reviews compare the costs and historical data for healthcare benefits to make financial decisions on the best use of funds for wellness benefits. This year, discussions included health benefits for domestic partners, temps and casuals, and programs that would promote healthier lifestyles.

Programs are based on the current employee coverage and are revised based on employee claims that are received annually. For example, a program was recently evaluated and geared more toward virtual care, combining behavioral science and clinical protocols to improve lasting health. The approach is to tackle highly received claims for chronic conditions, which include diabetes and hypertension.

4.6 Orientation Program

Suggested Evidence of Compliance: *Provide outline of the orientation program and a representative example of materials distributed at an orientation.*

The County's Human Resources department hosts a [new employee orientation](#) for new employees every two (2) weeks on the Monday of a new payroll week.

Each orientation consists of an introductory welcome and PowerPoint presentation by the County Manager (or designee if unavailable), followed by a welcome from the hiring supervisors who attend to welcome their new staff. The orientation wraps up after completing new hire paperwork, Risk and safety training, and benefits paperwork and is usually accomplished over two (2) half days.

4.6 [NEO Recruitment and Orientation Presentations](#)
4.6 [New Hire Documents Part 1 – Information Management Policy](#)
4.6 [New Hire Documents Part 2 – Information Management Policy](#)

4.6.1 Employee Training and Development Program

Suggested Evidence of Compliance: *Describe the scope and components of the employee development and training program, provide an outline of training offered (mandatory and discretionary), and provide lists of participants for the prior calendar year, and last review.*

The Los Alamos County Human Resources Department provides specialized and routine in-service training opportunities as required in the [Personnel Manual, Section XII, Rules 1200 and 1201](#). Additionally, CSD has a [Certifications and Training procedure](#) and a [Travel and Training Reimbursement guidance procedure](#) that further outlines the training needs and processes for CSD staff.

A list of opportunities and required training are provided online through the LITMOS intranet application.

[LITMOS](#) provides required and discretionary training opportunities for employees. The employees sign up through LITMOS and receive credit for training upon course completion, whether in person or virtual. Each employee has a training transcript and is notified of required training refresher or new training available.

Managed through the Human Resource Department, LITMOS sends monthly or bi-monthly notifications of upcoming training. LAC has also added the required training to the employee's annual PPA evaluation.

LITMOS allows managers and employees to stay on top of what has been completed and what is coming due in the future. Staff can also participate in training offered through the NRPA, NMRPA, and various leadership development training courses. A list showing CSD staff training is listed below.

Discussions about employee development and personal growth are part of the PPA process and include a section for the employee's personal growth. Additional training opportunities are presented to staff based on position or departmental needs. These trainings may be held outside of Litmos and include horticultural, recreational, social services, or library-specific training or workshops.

Los Alamos County also encourages employees to participate in LAC's [Tuition Assistance Program](#) to support staff's lifelong learning goals.

4.6.1 [2023-2024 List of CSD Employee Trainings](#) (PDF)
4.6.1 [PPA with training identified](#), Page 4
4.6.1 [List of Available Training Opportunities in LITMOS](#)

4.6.2 Professional Certification and Organization Membership

Suggested Evidence of Compliance: *Provide a list of staff with professional certifications and also provide a list of staff that have actively participated in a professional organization during the prior calendar year, indicating the nature of participation.*

Community Services encourages employees to expand their level of professional education and experience. Many positions within the CSD department require specific certifications as part of the minimum job requirements. At the same time, some employees enjoy becoming certified or part of a professional organization. Below is a list of staff with professional certifications and participation in professional organizations.

4.6.2 [List of Certifications and Organizations](#)

4.7 Volunteer Management

Suggested Evidence of Compliance: *Provide the volunteer management manual.*

Community Services recognizes the need for volunteers to implement programs and services successfully. Whenever possible, volunteers are utilized in numerous roles to make the most of community involvement and boost the overall quality of parks, programs, and facilities. The CSD [Volunteer Manual](#) guides both the staff and volunteers.

4.7.1 Use of Volunteers

Suggested Evidence of Compliance: *Provide list of functions in which agency volunteers are used, the extent of use, and examples of volunteer position descriptions.*

Volunteers are valuable to CSD's programs and services throughout the County and Volunteers are valuable to CSD's programs and services throughout the County and within the Department. Advisory boards, special events, and youth and adult sports leagues are examples of organizations that utilize volunteers. Available opportunities are outlined within the volunteer manual and include adult, youth, individual, and group opportunities.

Below is a list of the functions for which the agency uses volunteers:

4.7.1 [Use of Volunteers](#)
4.7.1 [Volunteer Los Alamos](#) website

4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention

Suggested Evidence of Compliance: *Provide the agency's recruitment, selection, orientation, training, and retention procedures. Provide the agency's background investigation procedures for volunteers and evidence of implementation.*

The Community Services Department has many opportunities for the community to become active by volunteering. Volunteers are used for community-based projects such as park and trail clean-up, special events, community service hours, and CSD projects. Volunteer opportunities are posted on the Volunteer Los Alamos website, available to outside volunteer organizations, and included in the Field User Work Credit Program.

Individuals interested in volunteering must complete Risk volunteer and liability forms. All volunteers are trained through the volunteer coordinator to ensure procedures are followed correctly and to understand their assigned responsibilities.

CSD does not complete background checks. All volunteer efforts are supervised, one-time activities, or are the responsibility of each user group whose staff volunteer for these programs and events.

4.7.3 Supervision and Evaluation of Volunteers

Suggested Evidence of Compliance: *Provide written description of the monitoring system including current practices for supervisory visits, and examples of evaluations.*

A volunteer coordinator for each project is responsible for all training, monitoring, and evaluations for adherence to the project's expectations. The coordinator will work with the group's liaison to discuss individual or group performance concerns. Since most volunteer work is on a project basis, formal evaluations are not done by CSD staff but rather by the volunteer group's liaison. Still, both the CSD staff and the group's coordinator collaborate on any issues that may arise.

Volunteer waiver forms are kept on file to document the volunteers and the type of work performed to evaluate future needs.

4.7.4 Recognition of Volunteer

Suggested Evidence of Compliance: *Provide a description of the recognition program and recognitions given over the past calendar year.*

Volunteers are often recognized for their contributions to participating in CSD events and advisory boards.

Los Alamos County has a program, Policy 1325: Recognition Program for Council Appointed Boards Commissions and Ad Hoc Committees, that staff follow to formally recognize members who serve on County boards and commissions. Board members are acknowledged with a certificate during the Board meeting toward the end of their term.

Volunteers who participate in CSD events, such as the Triathlon, are provided with a certificate and free food during the event.

4.7.4 Board Recognition Certificate
4.7.4 Volunteer Appreciation Website Post

4.7.5 Liability Coverage for Volunteers

Suggested Evidence of Compliance: *Provide documentation indicating coverage of volunteers for negligence liability.*

Documentation indicating coverage for volunteers is provided in the linked policies and explanations below:

Per the email from the Risk Management Division and the insurance company:

- If the volunteer injures or causes damage to a third party or third-party property, they are covered under the Liability Policy. This is noted on policy item J under definitions on page 4 of the Liability Declarations document.
- If the volunteer is injured, they will qualify for volunteer coverage under the following documents: Rider / AD&D coverage.

4.8 Consultants and Contract Employees

Suggested Evidence of Compliance: *Provide the agency's policies and procedures regarding the use of consultants and contract employees.*

Consultants, such as [Berry Dunn](#) and the [WT Group](#), are used for numerous project designs. Independent contractors provide specific programs and services such as Swim Lessons, Summer Concerts, and Tae Kwon Do.

The process for procuring these types of services (consultants and contract employees) is the same as procuring goods and is outlined in the [procurement manual (p.6),](#) "consultants and contract employees are considered "Services" which by definition means "the furnishing of labor, time or effort, by contractors other than those providing professional services, services of employees of a state agency or local public body, or construction."

Contract administration is another important aspect regarding using consultants and contract employees. The day-to-day responsibility for monitoring supplier and contractor performance is typically the responsibility of the department staff using the goods or services. Responsibility includes monitoring spend against contracts and ensuring the approved "not to exceed" contract amount is never exceeded.

4.8 [Swim Lessons](#)
4.8 [Summer Concerts](#)
4.8 [Tae Kwon Do](#)
4.8 [Consultant and Contract Employees Policy](#)

5.0 Financial Management

5.1 Fiscal Policy

Suggested Evidence of Compliance: Provide fiscal policies and legal authority.

Los Alamos County and the Finance Division provide the financial policies for overall direction to Council, management, and employees for the long-term financial operation of the Incorporated County of Los Alamos. This provides the basic framework for strategic long-term financial planning and specific policy guidance for developing the annual budget.

5.1.1 Comprehensive Revenue Policy

Suggested Evidence of Compliance: *Provide the policy on fees and charges, the current fee schedules or cost-recovery procedures, and the most recent review or update.*

Los Alamos County provides a Community Services fees and charges policy to determine the appropriate level of County subsidy and cost recovery for all programs and services provided by the Community Services Department (CSD).

The guiding document that allows for fee collection by the Community Services Department is Policy 0426 -- User Fees, adopted in 1993. The Community Services Department philosophy and cost recovery targets are established under Policy 1462 -- Community Services Fees and Charges. This policy was recently updated in 2021, along with the fees and charges established in Policy 1735 -- Use and Rental of County Lands and Facilities.

It is the responsibility of the Community Services Department to balance the need for fiscal accountability with the community's desires for a broad range of educational, leisure, social, and recreational activities when establishing user fees and charges.

5.1.2 Agency Acceptance of Gifts and Donations

Suggested Evidence of Compliance: Provide the policy on acceptance of gifts and donations.

Los Alamos County Code of Ordinances outlines the policy on accepting gifts and donations for CSD gift funds and boards listed below. Los Alamos County does not have a specific procedure to accept donations from the public. It is up to Council review to accept or deny such requests.

The Aquatic and Library have gift funds established under [Chapter 20, Article III, Sec. 20 (366 & 367](#)).

The Art in Public Places Board is responsible, per [County Ordinance, APP Board Donations](#), to seek private donations for the County to supplement the Art in Public Places account.

The Parks division has a [Memorial Bench Program Policy and Procedure](#) that allows the public to make a donation for a memorial bench to honor people and organizations who have made a difference. In addition, CSD also has a [Commemorative Donation Policy](#) that provides for the design and placement of commemorative donations and establishes clear and consistent processes related to the acceptance, placement, and long-term maintenance of public requests for memorial donations in County-owned facilities, parks, natural areas, and trail systems.

5.1.2 [CSD Acceptance of Gifts and Donations Policy](#)
5.1.2 [APP Donations Matrix](#)

5.1.3 Grants Procedures

Suggested Evidence of Compliance: Provide the procedure to procure grants along with a summary of grants received by the agency for the past five years, including identification of the following: project descriptions, grantor, date awarded, grant amount and agency match.

Los Alamos County strives to maintain sound financial conditions by taking a fiscally conservative approach to assessing the viability of applying for a grant. Additionally, the County strives to comply with all grant requirements by taking a disciplined and structured approach to managing grants, clearly defining department responsibilities, and establishing guidelines to ensure compliance standards are met. The County receives significant funding from Federal and State agencies annually and created Los Alamos County Policy 0970 - - Grants Policies and Procedures for employees to follow. A summary of CSD grants is attached in the grant matrix.

5.1.4 Private, Corporate, and Non-Profit Support Procedures

Suggested Evidence of Compliance: Provide the procedure to solicit private, corporate and non-profit support along with a summary of such support received by the agency for the past five years including identification of the following: project descriptions, grantor/sponsor, date awarded, and value of the contribution and method of recognition.

The Community Services Art in Public Places Board has established procedures for accepting or rejecting art donations on behalf of the County. This policy only applies to artwork donations made through the Art in Public Places Board ("Board"), as listed in the matrix below.

The Recreation Division receives donations on behalf of the YMCA for the annual Hawk Hangout event. These donations are in the form of food donations and bag-stuffing items.

Community Services applies for grants to help fund CSD initiatives and, in doing so, follows the County's Grant Policies and Procedures, as referenced in 5.1.3 above.

5.1.4 CSD Private, Corporate and Non-Profit Support Procedures
5.1.4 Art in Public Places Procedures on Acceptance/Rejection of Art (p. 1, Section IV)
5.1.4 APP Donations Matrix
5.1.4 Sponsorships and Donations Application

5.2 Fiscal Management Procedures

Suggested Evidence of Compliance: Provide the procedures for the fiscal management of the agency.

Fiscal management operations are overseen by the Finance Division and carried out by members of the CSD support staff. Internal and finance procedures (as referenced below) control the revenues and expenditure of funds to which staff apply their everyday responsibilities.

5.2 [Folder Link to documents below](#)

5.2 [Accounts Payable](#)
5.2 [Amazon Purchasing](#)
5.2 [Billing Contract Instructors](#)
5.2 [Billing User Groups](#)
5.2 [Cash Management](#)
5.2 [Deposits, daily](#)
5.2 [Financial Scholarships](#)
5.2 [Los Alamos County Invoice Entry – SOP document (Los Alamos County)](#)
5.2 [Lane Billings](#)
5.2 [Munis Accounts Receivable Procedures](#)
5.2 [Munis General Billing Procedures](#)
5.2 [Payments, White Rock RV Park](#)
5.2 [Use of County Purchasing Cards](#)

5.2.1 Authority and Responsibility for Fiscal Management

Suggested Evidence of Compliance: Provide documentation demonstrating clear delegation of fiscal authority for the agency

LAC uses the Munis System as a financial management tool and allows for checks and balances for purchasing transactions. The attached CSD matrices provide delegation of authority and approval for purchases.

Budget and Expenditures year to date are provided by the Finance Department and checked by Senior Management Analysts for significant discrepancies.

Los Alamos County created a General Budget Information and Budget Authority matrix that is the most significant function of the budget document. It pertains to long-term, organization-wide policies that establish broad goals, direct how and where resources are spent, and establish a framework for providing and funding services. It outlines who is responsible for what budget activities.

The Community Services Department Director's job description includes fiscal authority responsibilities. It spells out budget oversight, systems, and processes, providing input to the County Manager and Council on budgets and funding options for current and future capital projects.

Per the Procurement Manual (p. 11), §§31-1. through 31-2.

"Budget Authority: As part of the process of making a request to purchase, it is the responsibility of the internal department user to obtain budget authorization as directed by Council, the County Manager, the Utilities Manager, or their designees. Clear lines of budget authority have been established for each department. The lines of budget authority are reflected in the Requisition workflow/approval settings of the ERP/financial software. Proper use of budget authority also includes adhering to requirements for seeking and documenting competition for each request to purchase. Budget authority is different and separate from both procurement authority and contract execution authority. Individuals with budget authority can approve expenditures within the budget. Approval to spend does not authorize a particular contract or Purchase Order. Budget authority does not include the authority to direct a supplier to provide goods, services or construction, or to "get started" before a Purchase Order or contract are in place."

5.2.2 Purchasing Procedures

Suggested Evidence of Compliance: Provide the procedures for the requisition and purchase of agency equipment, supplies, and services

CSD staff work closely with both the Finance Division and Procurement Division to ensure the correct procedures are followed when purchasing equipment, supplies, or services and adhere to the purchasing procedures outlined in LAC policies: Use of Petty Cash Funds, Use of County Purchasing Cards, and the Procurement Manual. The County Code Chapter 31: Procurement is the policy document for the above procedural documents.

5.2.2.1 Emergency Purchase Procedures

Suggested Evidence of Compliance: Provide the procedures for emergency purchases.

 Procurement Manual (p.25) and the County Code: Los Alamos County Ordinance 31-105, states that it…

"allows the chief purchasing officer to make emergency purchases when there exists a threat to public health, welfare or safety, provided that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. As soon as practicable, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, a listing of the items procured under the contract, and the identification number of the contract file."

5.2.2.1 Financial Policy: III. OPERATING POSITION, C. Restricted Fund Balances (p.310)

5.3 Accounting System

Suggested Evidence of Compliance: Provide a description of the accounting system.

Community Services utilizes the Tyler Munis® ERP system that manages financials, procurement, HR, payroll, and revenues. Munis is functionally rich and leverages the latest technologies to integrate data and increase organizational efficiency and productivity. In addition, it breaks down departmental data silos, streamlines processes, eliminates duplicate data entry and allows for workflow approvals to ensure compliance with internal controls and procedures.

5.3 Tyler Munis® ERP system

5.3.1 Financial Status Reports

Suggested Evidence of Compliance: Provide financial status reports for the previous three months.

Tyler Munis® provides the functions for Los Alamos County to report necessary ad hoc and scheduled reports. In addition, Munis® creates a year-to-date Budget vs Actual report that is generated monthly. It includes the initial appropriation for each account (or program), balances at the commencement of the regularly defined period, expenditures and encumbrances made during the period, unencumbered balances, and revenue status.

The CSD Senior Management Analyst reviews the financial status reports for anomalies regarding expenditures. If any anomalies are found, the Senior Management Analyst seeks clarification from the Division Manager and reports these to the CSD Director.

5.3.2 Position Authorization Procedures

Suggested Evidence of Compliance: Provide position authorization procedures and budgeted positions.

The Human Resource Department maintains a list of budgeted positions. The budget administrator uses it to prepare a detailed position control list that is broken down for the Council-approved budget book. Any decisions about positions that may impact the budget will be addressed through discussions with Human Resources and Finance.

If a position becomes vacant or a department wants to fill a new position, the recruitment policy requires the hiring supervisor to submit a Personnel Requisition to ensure the vacancy is included in the approved budget and assigned correctly within the Department. In addition, Community Services also has an internal Authorization for Budgeted Positions procedure that outlines the process for employees to follow.

5.3.3 Fiscal Control and Monitoring Procedures

Suggested Evidence of Compliance: Provide fiscal control and monitoring procedures. The fiscal control and monitoring procedures:

Controls are built in the County's Munis ERP system by rollup codes, and each department has its own rollup code.

The Financial Policy provides the basic framework for strategic long-term financial planning for the delivery of services. It also intends to provide specific policy guidance for developing the annual budget. The budget is developed and approved by the County Manager and County Council. Once the budget is adopted, it is entered in Munis and consolidated under each department by these rollup codes.

Finance functions include directing and monitoring the accounting, budgeting, auditing, grant management, and collection of funds. The Division has responsibility for preparing financial statements and budgets, investing public funds, and monitoring revenues and expenditures. Within Finance is Procurement and Materials Management, which provides responsible supply management. Procurement assures effective contracting and the timely acquisition of goods, services, and construction through competitive bidding and other sourcing mechanisms.

Preparing the financial statements is collaborative among Finance, Budget, and External Auditors. Auditors provide a detailed list of Provided By Client (PBC) to prepare the financial statements. The County does not have an Internal Audit Department; however, each year, an Audit Committee Meeting is held at the end of the external audit. Additionally, P-card reconciliation and petty cash transactions are audited internally as per the SOPs for each.

5.3.3 Purchase Card Transaction Reconciliation - SOP
5.3.3 Purchase Card Statement Approval - SOP
5.3.3 LAC Policy 0901 – Use of Petty Cash Funds
5.3.3 Cash Management Policy
5.3.3 Financial Policy

5.3.4 Independent Audit

Suggested Evidence of Compliance: Provide the most recent independent audit and management letter, or most recent Comprehensive Annual Financial Report (CAFR) and provide the response to the audit recommendations.

The Annual Comprehensive Financial Report (ACFR) reports the financial statements and supporting schedules in conformity with Generally Accepted Accounting Principles (GAAP) for governments, with the requirements of the State of New Mexico, Office of the State Auditor, along with requirements issued by the Government Accounting Standards Board (GASB) for Los Alamos County.

As requested, the independent audit and management letter, the most recent Annual Comprehensive Financial Report (ACFR), and the response to the audit recommendations are attached.

5.3.4 FY23 State Auditor Release Letter
5.3.4 ACFR Presentation
5.3.4 Internal Control Report 2023 (pgs. 258-259)
5.3.4 Audit Report 2023 (pgs. 260-262)
5.3.4 Schedule of Findings and Questioned Costs 2023 (pgs. 263-265)

5.4 Annual or Biennial Budget

Suggested Evidence of Compliance: Provide the current and approved operating and capital improvements budgets.

Los Alamos County Council approved the 2023-2024 Incorporated County of Los Alamos, New Mexico Biennial Budget during the April 24, 2023 meeting. The budget was approved for $376.6M for the 2024 Fiscal Year.

5.4 Agenda and minutes from Budget Approval (April 2023: pgs. 6,10 & 11)
5.4 FY2024 Adopted Budget
5.4 Budget By Fund
5.4 State Budget Approval Letter
5.4 Council Minutes for Budget Resolution (pg. 3)

5.4.1 Budget Development Guidelines

Suggested Evidence of Compliance: Provide the budget development guidelines.

The budget process for the County of Los Alamos is an ongoing, year-round process. The formal budget process begins in October with meetings held by the County Council, the County Manager, and department directors.

Following these preliminary meetings, departments prepare plans for maintaining current services, reducing or deleting other services, and planning new services. Detailed budget guidelines are distributed to the departments in December. Departmental meetings are held to discuss the procedures and the County Manager's goals for the upcoming year. From these guidelines, the departments develop their preliminary budgets.

The Finance department discusses the budget development process with each department director each year. They will meet with their division managers to review upcoming projects, expenses, and items needing adjustment for the upcoming fiscal year.

The CSD Department Director and Sr. Management Analyst will discuss the budgetary needs with the Budget Manager of Finance. Once the budget is developed, the Department Director will present the proposed budget to the Los Alamos County Council during the scheduled budget hearings.

5.4.1 [Fiscal Year 2024 Budget and Performance Measure Planning Calendar](#)
5.4.1 [Budget FY2024 Guidance and Budget Projection Entry](#)
5.4.1 [CSD Dept Budget Comparison FY24](#) (Excel)
5.4.1 [CSD Dept Budget Comparison FY24 Overview](#) (PDF)
5.4.1 [Email: RE_ Next EMT meeting](#)
5.4.1 [Email RE_ CSD - Budget Prep Working Session](#)

5.4.2 Budget Recommendations

Suggested Evidence of Compliance: Provide examples of agency component recommendations and evidence of their consideration in the budgeting process. Recommendations shall include: Assessment of current and future personnel needs; Costs per program element; Line items.

Early in the planning stages, division managers review budget guidance and discuss recommendations for each line item with the department director based on reviewing strategic goals and objectives.

During individual department budget meetings, the director and managers meet with the Finance Director, Budget Manager, and County Manager. All the agreed-upon adjustments to the department's recommendations are made based on these meetings. County Administration may elect to make necessary changes or cuts to the department budgets.

The CSD Department Director and Sr. Management Analyst will discuss the budgetary needs with the Budget Manager of Finance. Once the budget is developed and finalized, the Department Director will present the proposed budget to the Los Alamos County Council during the scheduled budget hearings.

5.4.2 [2024 Budget Revision Requirements](#)
5.4.2 [Budget Comparison Worksheet email](#)
5.4.2 [Budget Options FY24 Working Copy](#)
5.4.2 [Budget Options FY24](#)
5.4.2 [CSD Dept Budget Comparison FY24](#)
5.4.2 [Email RE: One-time Budget Options approve](#)
5.4.2 [Position Control email](#)
5.4.2 [CSD Dept Budget Comparison FY24_Special Funds](#)

5.5 Budget Control Procedures

Suggested Evidence of Compliance: Provide the procedures for budget control within the agency and examples of periodic reports.

Los Alamos County utilizes the Tyler Munis, an enterprise financial operating system used by all departments to manage budgets, revenues, and expenditures, including purchasing card reconciliation.

Employees with adequate permissions can run budget reports. These reports show all the elements needed for an up-to-date picture of the fiscal year's funds. In addition, CSD admin staff will run a bi-weekly budget to actual reports and post it internally for staff to access. The CSD Senior Management Analyst is responsible for reviewing any anomalies. The Senior Management Analyst works with the Division Manager to understand the anomalies and follows up with the CSD Director.

Revenues handled by staff are received through the Library, Aquatic Center, Ice Rink, or Golf Course facilities. All facilities have control systems that require daily reconciliation and uploading of data into the Tyler Munis® system, which is then audited by the Utility Department customer care staff and the Finance Division.

Employees who use purchasing cards (P-cards) must reconcile the previous month's transactions against Tyler Munis® imports and upload all matching receipts against those transactions. Once released, a supervisor will approve the employee's entries, and CSD and finance staff will do a final review to ensure accuracy for audit purposes.

Additional CSD and Los Alamos County budget control documents are listed below:

5.5 CSD Budget to Actuals Procedure
5.5 Cash Management Policy
5.5 Acceptance of Credit-Debit Cards and Electronic Transfers for Payment
5.5 Use of County Purchasing Cards

5.5.1 Supplemental /Emergency Appropriations Procedures

Suggested Evidence of Compliance: Provide the supplemental/emergency appropriations procedures.

An adopted budget will sometimes require supplemental appropriations to provide additional funding during a fiscal year. When this happens, County Council may review a budget amendment during a budget period and adopt a supplemental budget to authorize expenditures and/or appropriate additional revenues in the current budget period. Council approves amendments to budget appropriations. By transferring appropriations, the County usually has enough flexibility to carry out the programs prescribed in its adopted budget. The attached budget revisions matrix provides the approval requirements and procedures for budget revisions.

5.5.1 [Budget Revisions Matrix](#)

5.5.2 Inventory and Fixed Assets Control

Suggested Evidence of Compliance: Provide procedures for inventory and fixed asset control.

Los Alamos County has a [Capital Asset Policy](#), defining the accounting practices and procedures that will ensure effective and accurate control of the capital assets of federal regulations, audit requirements, Governmental Accounting Standards Board (GASB), and Generally Accepted Accounting Principles (GAAP) as they relate to capital assets.

The Finance Department maintains the CSD property, facility, and large asset listing. Once a year before the end of the fiscal year, the Finance Department distributes the [previous year's asset inventory](#) to each Department. Each department is required to review and ensure new assets are on the list and/or remove assets that are no longer in use. The completed asset lists are returned to the Finance Department.

LAC has a fleet of vehicles for employees to use and outlines the use of the vehicles in [Policy 0435 -- County Vehicle Use](#) for County employees. The County also provides [Policy 0320 Vehicle Upgrades, Additions, and Replacement](#) to ensure the fleet is properly sized and fuel efficient while meeting all intended uses.

5.5.2 [Physical Inventory Certification](#)
5.5.2 [Capital Asset Disposal Form](#)
5.5.2 [Capital Asset Transfer Form](#)

6.0 Programs and Services Management

6.1 Recreation Programming Plan

Suggested Evidence of Compliance: Provide the current Recreation Program Plan and describe the implementation process. This RPP shall address how the agency delivers programs and services to persons of all ages and abilities and shall show how it develops and addresses the lifecycle of high-quality offerings (how programs are developed, evaluated and discontinued). Mission, goals, and evaluation measures shall be included in a planning and framework model.

The Los Alamos County Community Services Department has a Recreation program plan implemented in 2023 that provides information on the types of services, programs, and events offered. The programming plan will be reviewed periodically to ensure the plan remains an up-to-date reference document and guide.

 6.1 [Recreation Programming Plan](#)

6.1.1 Program and Service Determinants

Suggested Evidence of Compliance: Provide documentation and examples demonstrating that the six (6) program and service determinants are used in providing programs and services.

The Los Alamos County Community Services Department uses the following six program and service determinants to evaluate programs and services offered to the public:
- Conceptual foundations of play, recreation, and leisure.
- Organizational agency philosophy mission, vision, goals, and objectives
- Constituent interests and desired needs.
- Creation of a constituent-centered culture.
- Experiences desirable for clientele.
- Community opportunities

Staff utilizes the attached document as a tool to determine programs or services offered to serve the community best, and it is attached to every individual program plan.

This form also helps staff to strategically implement new programs or services based on potential benefits.

6.1.1 [Program Determinants Tool](#)

6.1.2 Participant Involvement

Suggested Evidence of Compliance: Describe the process and provide examples of how the agency obtains and utilizes participant input.

Community Services continually seeks input for most programs and initiatives that are planned within the department and are either public policy or upcoming activities. The most common mode of citizen communication is through the Parks and Recreation and Library Advisory Boards. Council appoints these to seek information from the community. The Parks and Recreation Advisory Board has sub-committees for Golf, Ice Rink, Equine & Livestock, and Open Spaces to provide another layer of citizen input. In addition, the recent completion of the Integrated Master Plan allowed citizens to share ideas for additional programs and services.   CSD also works with other groups and current users to develop program and service needs better. The need for more frequent trail volunteer days emerged from discussions with the trail community.   After determining the target demographic, advisory boards, surveys, social media, and public forums are utilized as communication inlets to comment further and provide additional feedback.

6.1.2 Recommending policy: Pueblo Canyon Meeting PSA,
6.1.2 January 10, 2022 - 3 pm meeting video
6.1.2 Planning activities: Gymkhana Event
6.1.2 Conducting activities: 2023 Triathlon Survey Data
6.1.2 Sponsoring activities: ScienceFest
6.1.2 Trail Clean-up Call for Volunteers
6.1.2 Equine & Livestock Advisory Subcommittee

6.1.3 Self-Directed Programs and Services

Suggested Evidence of Compliance: Provide examples of how the agency provides self-directed recreation opportunities, including a list of such opportunities.

Community Services is the central point for recreational opportunities within Los Alamos County and provides a wide variety of self-directed programs and services for the community.

With over 70 miles of hiking trails, many have self-guiding kiosks and trail brochures available at multiple locations around the County to provide guidance within the open spaces.

Parks, Amenities, and self-directed programs are communicated on the CSD website and within the Seasonal Activity Guides. Many of the self-directed activities include, but are not limited to:

- 9 Community Parks
- 12 Pocket Parks
- 8 Sports Parks
- 14 Special Use Facilities
- 2 Disc Golf Courses
- Over 100 miles of walking trails
- Open Swim
- Mountain Biking
- Open Ice Skating
- Trail Running
- Picnic tables at parks
- Hiking
- Golf
- 2 Youth Activity Centers
- 2 Visitor Centers
- Teen Center
- Various Open Gym Programs
- 2 Libraries
- History Museum
- 2 Senior Centers

6.1.3 Community Services Programming Compilation

6.1.4 Leader-Directed Programs and Services

Suggested Evidence of Compliance: Provide examples of how the agency provides leader-directed recreation opportunities, including a list of such opportunities.

In addition to the many self-directed opportunities within Los Alamos County, CSD also provides many leader-directed programs and services throughout the year, which are promoted through our website and Seasonal Activity Guide. CSD programs and services are led by staff, implemented throughout our divisions, and listed in the [Programming Compilation document](#).

6.1.4 [Seasonal Activity Guide](#)

6.1.5 Facilitated Programs and Services

Suggested Evidence of Compliance: Provide examples of how the agency provides facilitated recreation opportunities, including a list of such opportunities.

Community Services assists individuals and groups that provide recreational programs and services to the community. Examples include facilities like the Aquatic Center and Mesa Public Library, which offer swim teams and meeting rooms for non-profit organizations. In addition, the CSD [Activity Guide](#) allows all community organizations within Los Alamos to advertise services at no cost for basic marketing needs for programs and events. These are among others listed in the [Programming Compilation document (listed in 6.1.4)](#).

6.1.6 Cooperative Programming

Suggested Evidence of Compliance: Provide current examples of cooperative programming with documentation, such as Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), or partnership agreements.

Los Alamos County works with various groups to provide facilitated and cooperative opportunities by offering Special Events, Programs and Services, Classes, and/or activities in parks and facilities. A comprehensive list of these programs is provided in the linked [Cooperative Programming matrix](#), and examples of agreements are provided through the following links:

6.1.6 [Los Alamos Retired and Senior Organization (LARSO)](#)
6.1.6 [YMCA (Teen Center)](#)
6.1.6 [Los Alamos Public School Joint Use Agreement](#)
6.1.6 [Juvenile Justice Advisory Board (JJAB)](#)

6.2 Program Objectives

Suggested Evidence of Compliance: Provide measurable objectives for each program and service area and the last review.

The [Recreation Program Objectives](#) assist staff in implementing programs and activities that the Community Services Department offers. These objectives are reviewed annually and adjusted based on the needs and gaps of the community.

6.2 [After Action Report](#)
6.2 [Recreation Program Plan](#)

6.3 Scope of Program Opportunities

Suggested Evidence of Compliance: Provide a matrix or listing of programs by fields, demonstrating clearly how the agency provides opportunities for proficiency levels, socioeconomic levels, racial and ethnic backgrounds, ages, and genders.

The [Program Opportunities matrix](#) displays the CSD programs offered for all ages, genders, and ability levels. CSD programs aim to benefit individuals, groups, and the community. In addition, CSD provides numerous activities for people of all socioeconomic levels by providing reduced or free services for those who face barriers to programs or activities, including financial scholarships.

6.3.1 Outreach to Diverse Underserved Populations

Suggested Evidence of Compliance: Identify underserved populations (provide methodology and data used for this analysis), describe specific barriers including physical, social, financial, geographic, and cultural that limit participation and provide examples of outreach programs and services offered by the agency to meet the needs of these populations and overcome barriers to access.

CSD offers programs and services to all residents regardless of income, cultural background, geographic location, age, or ability level. CSD programs are affordable and address financial barriers through reduced fees, waived fees, and financial scholarships funded through community donations.

Some scholarships are available for low-income individuals, including at the Aquatics Center, to encourage taking advantage of physical health programs. Additionally, Social Service Division staff help connect low-income individuals with waivers for utility bill assistance.

Through outreach and interviews conducted as part of the Comprehensive Health Plan undertaken by the Social Services Division, several methods have been developed to ensure that underserved populations' needs are considered when planning programs. One is the monthly Health Equity Task Force, comprised of Los Alamos community members with various intersectional identities, who help advise programs and outreach. For example, based on their recommendation, Social Services is ensuring that training related to understanding opioid overdoses and how to administer Narcan will be given in Spanish and Tewa. Another example is the future implementation of a closed-loop referral software system to ensure that the financial, medical, and behavioral health needs of people who are indigent and/or in crisis are being met across the social services continuum of care providers.

In addition, CSD recently completed an ADA Audit and is evaluating all CSD facilities to ensure compliance for those who need accommodation.

6.3.1 [Outreach to Diverse Underserved Populations](#)
6.3.1 [Financial Scholarships](#)

6.4 Community Education for Leisure Process

Suggested Evidence of Compliance: Provide examples of the methods utilized by the agency to educate the community on the benefits, values, and impacts of leisure and recreation services to a diverse range of participants and non-participants. Provide the last review of effectiveness.

The Community Services Department utilizes various outreach methods to educate the citizens on the benefits, values, and impacts of the numerous leisure and recreation services and events available.

As outlined in the [Community Education for Leisure Process](#) document, the benefits of Los Alamos County Parks, Open Space, Trails, and Recreation programs and services are often included in the program descriptions within the seasonal Activity Guide, social media posts, and flyers.

Community Services staff also disseminate information at local events, such as the Summer Concerts, Farmer's Market, Fair and Rodeo, and ScienceFest, to help promote health and recreation benefits.

Other examples include:

6.4 [Paddleboard Yoga at the Aquatic Center](#)
6.4 [Annual Triathlon](#)
6.4 [Get Golf Ready at the Golf Course](#)
6.4 [Get Out Get Active (Activity Guide)](#)
6.4 [Benefits of Recreation](#)

6.4.1 Community Health and Wellness Education and Promotion

Suggested Evidence of Compliance: Provide the agency's policies, procedures, or programs to educate and promote health and wellness in the community.

CSD intentionally looked at integrating the items below and prioritized mental, emotional, and physical health as we developed the Integrated Master Plan. These programs embody our mission and vision statement and is built around inclusion in all aspects of the program and services.

Physical activity:

Programs at the ice rink and aquatics center allow individuals to meet their physical activity needs via self-directed or leader-directed activities.

The managed trail system provides opportunities for self-directed physical activity for visitors and community members, and staff is encouraged to be physical with the employee benefits and wellness program as outlined in Standard 4.5.

Healthy food and beverage offerings

Community Services provides healthy food and beverage options during their recreation programs and events and at their facilities that offer concessions. For example, the Triathlon provides staff and participants with pre- and post-event nutritional snacks.

Community Health and Wellness Education and Promotion is highlighted both within the Social Services Division directly and through our contracted service providers. Within the division, the procedure with new and returning clients is to always assess for immediate wellness and safety concerns (and make referrals to the County Victims Assistant or other crisis services as applicable). For clients with behavioral/mental /physical health needs, they will help make these additional referrals as well.

Substance abuse prevention.

Several of our contracted service providers address mental health and substance use/abuse and prevention more directly. These include JJAB (working with youths aged 5-18 and their families) and Los Alamos Family Council. Several mental/behavioral health therapists are contracted directly with SSD through the HCAP program to provide client services.

Nutrition education.

Some contracted service providers offer health and wellness programs to their clients and the greater community. These include Las Cumbres, LA Cares, Family Strengths Network, and the Los Alamos Retired Seniors Organization. The programs may vary depending on community needs, availability of instructors, etc.

Examples include:

· Classes to promote physical activity and mobility for children at Family Strengths Network.

· Healthy Cooking classes for older adults with the Los Alamos Retired and Senior Organization (LARSO).

· Safe & healthy programming through the [Youth Activity Center & Teen Center](#).

· The Los Alamos Public Schools promote healthy lifestyles, including healthy relationships, alcohol awareness (driver's ed/DWI education), upstander training, etc., through their Prevention Support Specialist.

· Las Clinicas and the Department of Health's Health Commons offices offer options for people of all ages seeking and receiving health care & education (WIC, Family Planning, [vaccine clinics](#), etc.).

· The Social Services staff provides outreach to the community by providing information at special events, such as the Summer Concert Series and the Farmer's Market, to further educate the community on health and wellness.

6.5 Code of Conduct

Suggested Evidence of Compliance: Provide a copy of approved code of conduct for all users and describe how the users are informed of the code of conduct.

Los Alamos County provides a code of conduct for all patrons using County Facilities. The purpose of the code is to communicate the behavior expected by those using Los Alamos County facilities and the consequences of unacceptable behavior. Though the Department Director is responsible for administrating and enforcing the policy, the individuals using the facilities behave in ways that show respect for themselves, others, and County Staff and property.

The code is visually presented in poster format at all Community Services Department facilities, including the Aquatic Center, Golf Course, Ice Rink, Mesa Public Library, and the White Rock Branch Library. Staff will place the posters in visible locations in facilities for patrons to see when entering or using the facilities. When the code is broken, staff will follow the Code of Conduct Policy (1463), effective November 1, 2021, and employ the consequences listed in the document.

6.5.1 Concussion Protocol

Suggested Evident of Compliance: Provide a copy of an approved concussion policy and /or procedure for addressing concussion protocol.

The Community Services Department does not currently conduct programs that warrant a typical concussion protocol. However, CSD has contractors and MOUs in place with groups and organizations that maintain concussion protocols, which are listed below. Additionally, CSD has a Recreation Concussion Protocol and a Participant Accident/Incident Report that aligns with both procedures. The report is documented, signed by the employee who dealt with the injury, signed by their manager, and the form is then turned in to the Risk Department.

6.5.1 Derby Dames
6.5.1 NM Youth Soccer Association
6.5.1 USA_Hockey

7.0 Facility and Land Use Management

7.1 Parkland Acquisition Procedures

Suggested Evidence of Compliance: Provide policy and procedures for land acquisition, the citation of legal authority to acquire lands, and last review.

The Community Services Department, in collaboration with the Community Development Department, follows the Los Alamos Municipal Code and State of New Mexico statutes in acquiring public land. Evidence of these codes is found in the following ordinances and laws:

1.   The Los Alamos County Ordinances, Chapter 14 - COUNTY PROPERTY ARTICLE II. - TRANSFER OF REAL PROPERTY, ARTICLE IV. - PUBLIC LAND PRESERVATION (as referenced through *State Law reference— Public lands, NMSA 1978, ch.19)* to the acquisition of land);

2.   Los Alamos County Ordinance Chapter 16 - DEVELOPMENT CODE establishes the policies and procedures that outline any future or existing development of county land; and,

3.   Senate Bill 469, Section 1. Section 3-18-10 NMSA 1978 (being Laws 1973,

Chapter 395, Section 1, pg.1) and amended to read:

> *3-18-10. POWER OF EMINENT DOMAIN--PURPOSES--PROCEEDINGS. --*
>
> *B. A municipality may acquire by eminent domain any property within the municipality for park purposes.*
>
> *C. A municipality may acquire by eminent domain any property within the municipality to establish cemeteries or mausoleums and may also acquire by eminent domain any existing cemeteries or mausoleums.*
>
> *D. Proceedings to obtain such condemnation shall be in the manner provided by law.*

Given the amount of land that remains in federal government ownership, the best opportunity for Los Alamos to acquire new land for development is through a land transfer process from DOE or another government entity determining land to be excess. For example, the Los Alamos Stables are built on land originally owned and deemed excess by the United States General Services Administration.

7.1 3 1.5.23 NMAC Land Acquisition

7.2 Areas and Facilities Development Policies and Procedures

Suggested Evidence of Compliance: Provide land development policies and procedures, with the last review

The Los Alamos County Ordinances, Chapter 14 - COUNTY PROPERTY ARTICLE II. - TRANSFER OF REAL PROPERTY, ARTICLE IV. - PUBLIC LAND PRESERVATION (as referenced through *State Law reference— Public lands, NMSA 1978, ch.19)* to the acquisition of land), and Chapter 16 - DEVELOPMENT CODE establishes the policies and procedures that outline any future or existing county land development.

The CSD Integrated Master Plan provides the framework that recognizes the Los Alamos County CSD parks, open space areas, and recreation facilities and amenities to enhance and are managed through CSD's Capital Improvement Planning and Budgeting Policy and the 2023-2024 Capital Improvement Plan, which was recently adopted through the FY24 budget process. In addition, CSD has a Facility Development Procedure to assist division managers with the internal process once an area or facility has been identified for possible development.

7.2.1 ADA Existing Facility and Site Access Audit

Suggested Evidence of Compliance: Submit completed checklists, digital images and site reports as evidence of completion of the access audit.

Community Services endorses inclusion within its facilities and programs. An Americans with Disabilities Act (ADA) Facility-Site Access Audit was conducted in the fall of 2022. This study created a Los Alamos County ADA Title I Policy and an Americans with Disabilities Act (ADA) Transition Plan for Community Services facilities. Both are pending approval. (See also CAPRA Standard 2.10).

7.2.1 Americans with Disabilities Act (ADA) Facility-Site Access Audit
7.2.1 Americans with Disabilities Act (ADA) Transition Plan Summary
7.2.1 ADA Council Approval Minutes (September 6, 2022) pg.3

7.3 Defense Against Encroachment Procedures

Suggested Evidence of Compliance: Provide the procedures regarding defense against encroachment.

Community Services staff assist in evaluating any possible encroachment when working in the field or enjoying the County parks and open space. Encroachment procedures have been established for staff to follow in the event of discovering a possible encroachment situation.

Residents requesting permission for possible encroachment upon County land can speak with the Community Development Department, which has established policies and procedures for patrons to apply for an encroachment permit, per Chapter 16 - DEVELOPMENT CODE, Sec. 16-73. - Administrative decisions, (d) Encroachment permit.

7.4 Disposal of Lands Procedures

Suggested Evidence of Compliance: Provide the procedures for disposal of park and recreation land.

Community Services and the Community Development Department follow County Ordinance – Chapter 14, Article II: Transfer of Real Property and any applicable federal statutes as directed by Community Development for County land disposal.

7.4 [County Ordinance – Chapter 14, Article II: Transfer of Real Property](#)

7.5 Maintenance and Operations Management Standards

Suggested Evidence of Compliance: Provide the maintenance standards for all parks, facilities and specialty areas, including evidence of park maintenance classification according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed. Provide the most recent review or update.

Developed to ensure staff are knowledgeable about the safe operation of equipment, maintenance standards are developed and used to define all facility procedures to achieve consistent, high-quality results. These approaches preserve existing facilities and equipment, extend their useful life, ensure safety, and provide a reliable foundation for future planning.

Each CSD division is responsible for updating its maintenance plans. These plans include the standards for all parks, facilities, and specialty areas, including the Aquatic Center, Golf Course Maintenance, Ice Rink, Parks, Open Space, and Cemetery.

The Library and Social Services buildings are maintained by non-CSD personnel.

7.5 [Golf Course Maintenance Standards and Procedures](#)
7.5 [Golf Course Pro Shop Standards and Procedures](#)
7.5 [Parks Maintenance Operations Management Plan](#)
7.5 [Aquatic Center Maintenance Standards and Procedures](#)
7.5 [Ice Rink Maintenance Standards and Procedures](#)

7.5.1 Facility Legal Requirements

Suggested Evidence of Compliance: Provide a matrix showing a representative sample of facilities and the types of regulatory permits, licenses or inspections that are required including copy of last review or update.

Community Services facility managers are responsible for ensuring their buildings are inspected and permitted regularly by the appropriate state regulatory agencies and through the County's Public Works Department as required to ensure continued compliance with all legal requirements regarding the protection of the health, safety, and welfare of all citizens utilizing CSD facilities.

The CSD facility matrix provides the types of legally mandated regulatory permits, licenses, and inspections for each facility, which includes pesticide notices and chemical records.

Public Works maintains a preventative maintenance schedule (see also Standard 7.5.2) that provides a comprehensive timetable and includes inspections as part of the monthly checklist.

The New Mexico Environmental Department (NMED) annually inspects the ice rink kitchen, splash pad, and aquatic pool for the department to maintain state certifications for these facilities. All inspections are documented in written inspection reports that list the items that are inspected and passed by the state.

Legally Mandated Regulatory Permits

7.5.1 Aquatic Center Pool (NMED)
7.5.1 Splash Pad (NMED)
7.5.1 Food Concession Permits (NMED)
7.5.1 Pesticide Applications (Certified Staff)
7.5.1 Chemical Reports (Staff)
7.5.1 Aquatic Center Fire Sprinkler Inspections (Outside Service)
7.5.1 Public Works Preventive Maintenance Schedule

7.5.2 Preventative Maintenance Plan

Suggested Evidence of Compliance: Provide the preventative maintenance plan and examples of detailed preventative maintenance programs for identified parks, recreation areas and facilities with special attention given to playground equipment, aquatic facilities, pedestrian pathways, building infrastructure and other high impact assets, along with copies of completed, recent inspections and safety checks for a sampling of facilities/areas.

Community Services staff coordinates the preventive maintenance of all CSD facilities in accordance with each division's preventive maintenance plans and other County departments and complies with all County policies and procedures regarding the maintenance and replacement of infrastructure, systems, and assets.

Department of Public Works – Public Works facility maintenance staff perform systematic inspections and maintenance of department facilities, including maintaining all building systems. The Public Works preventive maintenance schedule lists the inspected items and the inspection frequency for CSD facilities. The Golf Course, Ice Rink, and Library also provide custodial services to these buildings. In addition, they systematically inspect facility fire alarm systems, fire suppression systems, emergency lighting systems, backflow assemblies, and fire extinguishers. The Public Works fleet staff performs maintenance on vehicles and equipment per the Fleet Management plan that establishes preventive maintenance schedules for fleet assets.

Aquatic Center, Ice Rink & Golf Course – Routine preventive maintenance inspections are completed for CSD facilities on a systematic maintenance schedule. All staff inspections are documented on forms that identify the condition of all inspected items. Staff maintain a work order log for all facility maintenance and repair work orders that are submitted to the facility management team. As work orders are successfully completed, they are signed off by authorized facility staff.

County Park Facilities – Parks staff are responsible for the regular, systematic preventive maintenance inspection of all park facilities and park infrastructure, including buildings, playgrounds, picnic shelters, benches, bleachers, bridges, concrete and asphalt walkways, tennis courts, basketball courts, fencing, athletic fields, and athletic field fencing. receive regular

Preventive maintenance inspections that are conducted by staff are NRPA-certified playground safety inspectors on a systematic schedule to ensure that a safe environment is always maintained for the public. The Inspection Report includes comments specifying the issues discovered during the inspection and items that are identified during the inspection process, which are considered a top maintenance priority and are remediated in a timely manner.

7.5.2 [Link to all documents in folder](#)

7.5.2 [Public Works Preventive Maintenance Schedule](#)
7.5.2 [Aquatics Preventative Maintenance Plans](#)
7.5.2 [Ice Rink Maintenance Standards and Procedures](#)
7.5.2 [Ice Rink Staff Training Acknowledgements](#)
7.5.2 [Golf Course Standards and Preventative Maintenance Procedures](#)
7.5.2 [Parks and Open Space](#)
7.5.2 [Aquatics Fire Inspection Documents](#)
7.5.2 [Ice Rink Zam Inspection Log](#)
7.5.2 [Parks small equipment training YouTube videos](#)

7.6 Fleet Management Plan

Suggested Evidence of Compliance: Provide the fleet management plan.

Community Services works with our Public Works Fleet Department to ensure vehicles, equipment, and rolling stock are correctly maintained and on a preventative maintenance service plan. The Fleet Division is responsible for all vehicle and equipment repair maintenance, tracking and managing maintenance costs, and providing preventive care before experiencing equipment failures. The primary objective is to control the overall cost of operating and maintaining vehicles and equipment in a manner that extends their useful life to control the growth in the fleet size. Another objective is to standardize the fleet's composition and accurately budget maintenance and replacement costs. Upgrades, additions, and replacements follow 0320 -- Los Alamos County Vehicle Upgrades, Additions, and Replacement Policy.

All new purchases for vehicles and equipment are part of the budget cycle and are analyzed through Asset Works, the Fleet management system. In addition, Wright Express software monitors fuel usage per gallon for all fleet vehicles.

The Fleet Division keeps a current inventory of all CSD vehicles and equipment. Employees are provided guidelines in the fleet maintenance plan and within the CSD internal Fleet Management Procedure, which aligns for preventive maintenance and to ensure trouble-free operation while under the use of CSD employees.

The Fleet Division maintains CSD vehicles, and the Golf Course Mechanic services maintain the Golf Course equipment. All work orders and preventative maintenance are stored in the Fleet's Management System, Assetworks.

7.6 Parks Fleet Checklists
7.6 Ice Rink Zamboni Checklists
7.6 Golf Course Maintenance Checklists
7.6 Inspection Forms and Checklists

7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures

Suggested Evidence of Compliance: Provide policy and procedures regarding agency-owned equipment and property.

CSD employees are responsible for the proper operation and care of all CSD-owned equipment, and as such, Community Services has [an internal policy](#) on the handling of agency-owned equipment and property. In addition, employees also follow several County policies and procedures as listed below.

CSD accounts for equipment visual inventory verification of all non-fixed assets, such as tools, small equipment, etc., up to $5,000.00.

Upon hire and ongoing through the employee's tenure, safety training is done through both the Risk Management Division, Litmos, and via individual work crews and includes how to use equipment safely, care, and use of personal protective equipment specific to the employee's position.

Examples of County policies and procedures that apply to agency-owned equipment include:

7.7 [Link to documents in folder](#)

7.7 [List of Litmos Training on Equipment](#)
7.7 [Skidster Training Roster (2023)](#)
7.7 [Zamboni Blade Change](#) (3.9GB Video)
7.7 [Ice Rink Snow Removal](#) (1.6 GB Video)
7.7 [MAX-2313-Owners-Manual](#)
7.7 [MAX MOBILE PM Sched](#)
7.7 [MAX Series Trailer Manual](#)
7.7 [Insane Impact Screen Ops Procedure](#)
7.7 Parks [YouTube Small Equipment Videos (Stihl Equipment)](#)
7.7 Policy 0290 -- [Use of an Unmanned Aerial System by County Employees](#)
7.7 Policy 0425 -- [Personal Use of County Equipment](#)
7.7 Policy 0435 -- [County Vehicle Use Policy](#)
7.7 Policy 0965 -- [Cell phone use policy](#)
7.7 Policy 1210 -- [Information Technology Policy](#)
7.7 Policy 1702 -- [Key Control Policy](#)

7.7.1 Building Plans and Specifications

Suggested Evidence of Compliance: Provide evidence that plans and specifications for facilities with greater than 10,000 square feet of indoor space constructed since 1965 are on file.

The Community Services Department operates four (4) indoor facilities: Golf Course, Larry Walkup Aquatic Center, Mesa Public Library, and White Rock Public Library.

All facility plans for these buildings are stored in the Records Management archives on the 1st floor of the Municipal building, as evidenced by links to photographs of building plans represented below.

7.7.1 [AQ Center Leisure Lagoon](#)
7.7.1 [Golf Course Building](#)

7.7.2 Land and Lease Records

Suggested Evidence of Compliance: Provide evidence that land records for land acquired since 1965 are on file.

Los Alamos county is comprised of 109 square miles. Most of the land, 94 square miles or nearly 86%—is federally owned. Los Alamos is also the smallest county in New Mexico and is surrounded by National Forest, National Parks, Pueblos, and other Federal lands.

When Los Alamos became a Class H municipality, the Department of Interior placed many restrictions on county land. One example is the North Mesa Stables. The Department of Interior granted the land through the [1972 Quick Claim Deed](#) and the [1999 Department of Interior Memorandum (Recreation Area)](#) and is currently used to stable horses owned by the community. This land can only be leased for recreation purposes, and the Department of Interior must approve any requests to modify or alter the use.

In addition, [GASB Statement No. 87, Leases](#), as published through Finance as part of their annual audit, contain three (3) CSD properties, including personal property, that are included in the lease records as follows:

7.7.2 [1183 Diamond Drive, Suite 200 – Los Alamos Public Health Office](#)
7.7.2 [1183 Diamond Drive, Suite E – Social Services Office](#)
7.7.2 [AGR19-14 Yamaha Golf Cars](#)

7.8 Environmental Sustainability Policy and Program

Suggested Evidence of Compliance: Provide the agency's environmental sustainability policy and examples of projects and initiatives that demonstrate the agency's commitment to implementation. Examples include ecosystem and green infrastructure plans/programs, capital improvements utilizing green/sustainable designs, carbon footprint analysis and reduction goals, internal/external communication and outreach programs.

The [Environmental Sustainability Plan](#) (updated in 2020) and Policy 330, [Los Alamos County Energy Conservation](#) (implemented in 2013), are the foundation for Community Services employees to follow to become a more sustainable community.

The Environmental Sustainability Plan establishes a roadmap for accomplishing the Council's 2020 goal: "appropriately balancing the maintenance of existing infrastructure with new investment in county utilities, roads, facilities, and amenities, which will help improve environmental stewardship, sustainability, and quality of life while allowing for sustainable growth."

Policy 330 outlines the responsibilities of CSD employees to fulfill the mission of reducing energy consumption in the County. Examples within the policy include guidelines for turning off computers, lighting, and heating & cooling.

Examples:

Buildings: In 2006, Los Alamos County adopted [Resolution 06-18](#): High-Performance Green Buildings Standards for new construction projects in Los Alamos County, and states that all new County buildings must meet LEED Silver certification. As displayed on the U.S. Green Building Council's website, [LEED-certified facilities](#) focus on "improving performance across all the metrics that matter most: energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts." LEED-certified facilities are also more comfortable for workers, thereby helping to increase worker productivity and wellness.

The County Municipal building and Teen Center were constructed in 2009 to LEED standards to be more energy efficient. Pajarito Cliffs Site and the Justice Center were completed in 2010 and followed LEED standards.

Transportation: [ACT Free Bus System](#) – Los Alamos County utilizes a free bus system, incorporated into CSD's community event planning to help encourage decreased automobile usage by providing special event services, including shuttle service for the County's annual Fourth of July fireworks show and safe-ride-home service.

Integrated Pest Management –Community Services staff follow the [Los Alamos County Policy 1330: Integrated Pest Management Plan](#), which was approved by [Council in 2021](#) (p. 4) and is a practical and environmentally sensitive approach to pest management without the use of Glyphosate and relies on a combination of common-sense practices.

Battery Operated – Community Services has been looking at options to use more battery-powered equipment. The Parks and Open Space Division has begun an initiative to test "going green" by purchasing battery-powered equipment for the staff. This transition will also have less air and noise pollution when using the equipment.

The Golf Course provides golfers with battery-powered golf cars that produce zero emissions at the point of use, making them an environmentally friendly alternative to gasoline-powered carts. They help reduce air pollution and greenhouse gas emissions.

[Water Bottle Filling Stations](#) **–** The Aquatic Center uses convenient and environmentally friendly water bottle filling stations designed to dispense clean and potable drinking water to the public and staff. These stations promote sustainability by reducing the need for single-use plastic bottles. They contribute to the reduction of plastic waste and help conserve natural resources.

7.9 Natural Resource Management Plans and Procedures

Suggested Evidence of Compliance: Provide the natural resource management plan(s) and procedures and examples of outreach and education.

The [Open Space Management Plan (2015)](#) and the [Trails Management Planning documents (2022)](#) provide information on managing the County's open space natural resources. The Department is currently in the process of combining these two documents.

Many partner programs work collaboratively to educate our community and visitors better. Examples include:

The [YMCA and Youth Conservation Corps](#) provide both adults and youth with volunteer opportunities to aid in maintaining our natural resources in cooperation with our Parks and Open Space Division and to become better educated on those resources they are helping preserve.

Pajarito Education Center (PEEC) provides programs and events throughout the year, such as [Bear Fest](#), which educates the community on the life, habits, and diet of the New Mexico black bear.

The [Open Space Advisory Subcommittee](#) meets monthly to discuss and educate the Parks & Recreation Board and local community members on topics related to trails used by hikers, bikers, equestrians, and runners, open space including viewsheds, corridors for wildlife movement, wildfire fuel management, and ecosystem processes, protection of cultural and natural resources and facilities such as a bicycle flow trail or other facilities related to outdoor activities in open space.

7.9 [Agreement with San Ildefonso Pueblo for Feral Cattle Project](#)
7.9 [Collaboration with other local groups of trail stewards' website](#)

7.9.1 Recycling and/or Zero Waste Plan

Suggested Evidence of Compliance: Provide a description of the recycling and/or zero waste plan for facilities and administrative offices and provide the last review with statistics on the amounts of materials recycled or the percent of total waste recycled for the most recent reporting period.

All Community Services facility staff follow [Policy 315, Los Alamos County Recycling Policy](), which provides material recycling as outlined in [Your Guide to Recycling in Los Alamos County.]() Statistics on recycled materials can be found in the Eco Station's [2023 Residential Sustainability Report.]()

7.10 Maintenance Personnel Assignment Procedures

Suggested Evidence of Compliance: Provide examples of methods used by the agency to assign staff.

Each personnel assignment is maintenance-centric or incorporates an element responsible for routine maintenance, repairs and improvements, general cleanliness, and overall pleasant appearance of areas, facilities, and equipment for all CSD parks and recreation facilities. The Golf Course and Library's maintenance is performed through the Public Works Department custodial staff, and the Social Services office is maintained as part of the lease contract with the building owner.

Below are methods used to assign maintenance staff for Parks and Aquatics maintenance teams:

7.10 [Maintenance Personnel Assignment Procedures]()(Parks)
7.10 [Maintenance Personnel Assignment Procedures]() (Aquatics)

7.11 Capital Asset Depreciation and Replacement Schedule

Suggested Evidence of Compliance: Provide the capital asset depreciation and replacement schedule.

Each year, the County's Finance team works with CSD staff to ensure capital assets are current for each department. In addition, the Finance is responsible for ensuring the capital asset depreciation and replacement schedule information is kept up-to-date in Munis' financial system.

7.11 [Munis CSD Asset List by Location]()
7.11 [Munis CSD Asset List condensed]()

8.0 Public Safety, Law Enforcement, and Security

8.1 Codes, Laws, and Ordinances

Suggested Evidence of Compliance: Provide documentation of the codes, laws, and ordinances that pertain specifically to areas and facilities under the jurisdiction of the agency and describe how they are posted or otherwise readily available to park patrons.

Community Services has County policies and County codes that pertain to indoor and outdoor facilities that are all open to the public. County policies, such as the 1320 Field Use Policy for Closure, the 1463 Code of Conduct Policy, and Policy 1735 Use of County Lands and Facilities, guide staff and law enforcement.

The Los Alamos County Code of Ordinances identifies Chapter 6 Animals, Chapter 14 County Property, Chapter 22 Fire Prevention and Protection, Chapter 32 Solid Waste, Chapter 14 Cemeteries, Chapter 38 Camping Ordinance, and Chapter 38 Traffic and Vehicles for items that impact the department.

As evidenced below, additional rules and ordinances are noted on signs at CSD facilities and provided on the County website.

8.1 Link to documents in folder

8.1 Art Tunnel
8.1 Splash Pad Signage
8.1 Trails (Kiosk Sign)
8.1 Stable Rules & Regulations
8.1 Camp May Brochure and Rules
8.1 Dog Park Rules, North Mesa
8.1 Dog Park Rules, North Mesa 2
8.1 Ice Rink Arena Rules & Penalties
8.1 Barranca Mesa Park Rules

8.1.1 Staff Liaison to Law Enforcement Officers

Suggested Evidence of Compliance: Provide current documentation of staff liaison assignment(s) with the law enforcement authority responsible for enforcement of laws and ordinances within the parks and recreation areas and facilities.

The Los Alamos Police Department is responsible for providing public safety and law enforcement in all County parks and facilities and patrolling all special events. Officers are not assigned to the department. The information below outlines the CSD leadership team liaison's responsibilities to the Los Alamos Police Department. Per the attached memo from the Police Department, the police liaison for CSD is the Deputy Police Chief.

Los Alamos Police Department provides public safety and law enforcement in all County parks and facilities and patrols special events.

The **Community Services Department Director** works one-on-one with the Police Chief on policy issues and the public safety of CSD facilities.

The **Recreation Superintendent and Recreation Program Manager** work with the police department on road closures, parades, and special events.

The **Parks Superintendent and Assistant Parks Superintendent** work with the police on matters that pertain to assistance with parks, fields, camping areas, and open space locations.

During the planning process for special events, where permits are required, the department staff works hand in hand with various County departments such as Community Development, Traffic and Streets, Police, and Fire to ensure public safety, traffic control, traffic patterns, and parking concerns are evaluated and addressed.

If Community Services staff requires assistance from law enforcement during regular hours of operation, they are authorized to call the police. In case of an emergency, staff are to call 9-1-1.

8.1.1 [Memo - LA Police Dept. Liaisons](#)

8.2 Authority to Enforce Laws by Law Enforcement Officers

Suggested Evidence of Compliance: Provide documentation that establishes the authority of law enforcement officers to enforce laws and ordinances within parks, recreation areas, and facilities.

[Los Alamos County Ordinance and Municipal Code, Sec. 38-3](), provides the foundation for the LAPD to enforce all ordinances within the community. As presented in the [sample Oath of Office](), all sworn officers with the Los Alamos Police Department have the power and jurisdictional authority on Los Alamos County property and within the county of Los Alamos.

8.3 Law Enforcement Officer Training

Suggested Evidence of Compliance: Provide a summary of the current training program for law enforcement officers having jurisdiction within the parks and recreation agency, including provision for refreshers and updates.

The Los Alamos Police Department's current internal training program is outlined in its [Training and Career Development Policy](), and a list of training courses necessary for each sworn officer is attached in the [Officer Training Matrix.]()

Within this policy, compliance with State training requirements includes:

- NMAC 10.29.7.8 – In-Service Training Cycle for Law Enforcement Officers
- ACA 4-ALDF-7B-10 – Basic Detention Officer Training
- NMAC 10.29.7.9 – Training Cycle for Telecommunicators

In addition, the Department of Public Safety's [Law Enforcement Academy]() and [New Mexico Statute 29-7-7.1]() require each certified police officer, during each twenty-four-month period of employment or service, to obtain at least forty (40) hours of academic instruction and provide proof of completing in-service law enforcement training requirements to the Director no later than March 1st of the year in which the requirements must be met.

8.3 [DPS Curriculum]()

8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies

Suggested Evidence of Compliance: Provide documentation that defines the role of agency staff in providing public information and education on laws, ordinances, rules, regulations, and policies. Provide examples of education and provision of information.

CSD staff work diligently to educate patrons on policies, laws, ordinances, rules, and regulations that apply to CSD services and facilities and communicate to the public in various ways.

Los Alamos County has multiple parks. Each park has rules and etiquette signs that outline general conduct within these parks and prohibited uses on each property. Examples include [dog parks,](#) the [splash pad,](#) [trail kiosks,](#) and the [ice rink.](#) Along with community parks, CSD has [trail brochures](#) and a [camping brochure](#) outlining the rules and the primary use and purpose of Camp May. This campground provides outdoor enjoyment for individual or group camping, picnicking, and day events. In addition, policies are provided to user groups to ensure they are aware of applicable rules and regulations that apply to their use of facilities; examples include the Field Use Policy for Closure and Special Event Facility Reservation Forms.

CSD also educates patrons through the following methods:

8.4 [Displaying Code of Conduct Poster in its facilities](#)
8.4 [Barranca Mesa Park Rules](#)

8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement

Suggested Evidence of Compliance: Provide documentation of most recent in-service training for agency staff, defining their role in public safety and law enforcement, including agendas and attendance rosters

CSD staff, with the assistance of our public safety and law enforcement division, recently participated in active shooter training, crowd control, and general security plan training that provides staff with guidance in handling various emergencies within their division, should these situations arise.

Evidenced are copies of attendance rosters and training materials:

8.4.1 [Link to documents in folder](#)

8.4.1 [Crowd Control Certifications](#)
8.4.1 [Active Shooter Training Roster](#)
8.4.1 [Active Shooter Training Materials](#)
8.4.1 [General Security Plan](#)
8.4.1 [General Security Plan Training Roster](#)
8.4.1 [Handling of Disruptive Behaviors](#) (included as part of General Security Plan and training)
8.4.1 [Evidentiary Items](#) (included as part of General Security Plan and training)

8.4.2 Handling of Disruptive Behavior Procedures

Suggested Evidence of Compliance: Provide current procedures regarding handling of disruptive behavior.

In Los Alamos County, many patrons' cultural diversity and socioeconomic backgrounds come into play and require sensitivity when handling situations. Community Service employees are responsible for informing patrons of facility rules and regulations and do so in a positive, non-confrontational manner.

Per the [Code of Conduct Policy 1463, Section IV. (p.2) Procedure, Supervision, and Enforcement of Code of Conduct:](#) "Appropriate County staff shall have authority to request changes in activities and cessation of activities, and to request that members of the public leave a facility if they are violating facility rules and regulations. Staff shall be responsible for enforcing all policies, rules, and regulations. Staff will seek such assistance as is necessary and reasonable from authorized personnel to ensure appropriate behavior is maintained. This may include assistance from law enforcement officers."

CSD staff recently went through training for Handling Disruptive Behaviors as part of the General Security Plan training in August of 2023.

8.4.2 [CSD Dept Expanded Manager Agenda](#)
8.4.2 [Sign In Sheet](#)
8.4.2 [Handling of Disruptive Behavior](#) as part of General Security Plan (pg. 10)

8.4.3 Traffic Control, Parking Plans, and Crowd Control

Suggested Evidence of Compliance: Provide a recent example of coordination with law enforcement on traffic control, parking plans and crowd control for activities and events hosted or facilitated by the agency.

Community Services provides a multitude of community programs and events throughout the year. Many of these events require assistance and collaboration with other departments to provide traffic, parking, and crowd control. One example is the Summer Concert Series, which can draw over 8,000 individuals in a small area.

To ensure the process runs smoothly each year, concert planning meetings with the promoter and representatives for each affected department meet weekly to discuss the logistics, provide input, and iron out any anticipated issues. These meetings also recap previous concerts to be better prepared moving forward.

CSD staff critical to significant events are also [certified in crowd control](#).

8.4.3 [Summer Concert Series and 4th of July Planning Forms](#)
8.4.3 [Traffic Permit Form and Traffic Control Guidelines](#)
8.4.3 [4th of July Map-2023](#)
8.4.3 [Summer Concert Series maps](#)
8.4.3 [Summer Concert Series road closure permit](#)
8.4.3 [May 26 Summer Concert Series vendor map](#)

8.4.4 Handling of Evidentiary Items Procedures

Suggested Evidence of Compliance: Provide the procedures defining the role and responsibility of agency staff in the discovery, preservation and handling of evidentiary items.

Los Alamos County Police Department (LAPD) has an [evidence manual](#) that establishes guidelines, procedures, and responsibilities for the proper procedures for collecting, storing, and packaging evidence. The manual outlines how evidence/property collected by officers is handled. In addition, the General Security Plan includes an [internal procedure for handling evidentiary items](#), which has been [reviewed and approved by the Police department.](#)

8.5 General Security Plan

Suggested Evidence of Compliance: Provide the agency's general security plan or compilation of security plans from each major area, building or facility with the most recent review or update.

Community Services and the County of Los Alamos have established plans and operational procedures regarding the responsibilities of department staff to operate and maintain the security of all department-managed facilities adequately. The General Security plan, reviewed in August of 2023, includes the minimum requirements, and addresses areas on communication, training, cyber security, open carry procedures, and general conduct information. In addition to CSD's General Security Plan Procedures, staff follow the Risk Management Plan and the Continuity of Operation Plan (COOP), which provide necessary emergency guidance at the county and community levels.

8.5 [General Security Plan](#)
8.5 [CSD Dept Expanded Manager Agenda](#)
8.5 [Sign In Sheet](#)

8.6 Emergency Management Planning

Suggested Evidence of Compliance: Provide the applicable emergency management plan with the most recent date of approval. If, due to security concerns, the emergency management plan is not available for public review, provide the emergency management plan table of contents.

Los Alamos County Office of Emergency Management last updated the Emergency Operations Plan in 2018 and was adopted by Council on January 30, 2024. OEM helps enhance public safety by assisting CSD and other County departments with disaster preparedness, mitigation, response, and recovery. They work closely with the NM Department of Homeland Security and Emergency Management (DHSEM), LANL Emergency Management & Response, Los Alamos Medical Center, Los Alamos Public Schools, the American Red Cross, the Los Alamos Amateur Radio Club, and all County departments to help protect those who live, work, and visit Los Alamos.

A copy of the [Emergency Management Plan, which includes the Council agenda and resolution](#) from January 30, 2024, is attached. The Emergency Management Plan and additional information for the public is listed on the website, including a Code Red Telephone and Mobile App alerting system.

8.6.1 In-Service Training for Staff on General Security and Emergency Management

Suggested Evidence of Compliance: Provide documentation of in-service training programs on general security and emergency management, including a dated outline of the presentation topics and a roster of participants.

The staff of the Community Services Department attend many in-service trainings that cover a broad range of general security and emergency management topics, as evidenced in the documents below and within the training portal, LITMOS (matrix). Security and risk management training include the Information Management Division's Cyber Security training and as part of the CSD General Security training that was completed in August. In addition, the Continuity of Operations Plan was recently updated and reviewed through tabletop exercises as required in the COOP and constructed as part of the mandatory Emergency Management training outlined in the Emergency Management Plan (p.171) in June 2022.

8.6.1 Link to documents in folder

8.6.1 Active Shooter Training Roster
8.6.1 Code of Conduct
8.6.1 Handling of Disruptive Behavior as part of General Security Plan (pg. 10)
8.6.1 Evidentiary Items (included as part of General Security Plan and training)
8.6.1 CSD Dept Expanded Manager Agenda
8.6.1 CSD Security Training Sign-in Sheet
8.6.1 General Security Plan

8.6.2 Emergency Risk Communications Plan

Suggested Evidence of Compliance: Provide a copy of the Emergency Risk Communications Plan and the most recent review.

The Emergency Risk Communications Plan is outlined in 8.6 Emergency Operations Plan. The communications plan can be found in Appendix 6: Communications with this document.

8.6.3 Care and Shelter Procedures

Suggested Evidence of Compliance: Provide procedures to coordinate with agencies designated to provide care and shelter during emergencies.

The Care and Shelter Procedures are outlined in the Emergency Operations Plan. The communications plan can be found in Appendix 1: Animal Sheltering and Appendix 4: Mass Care and Shelter within this document.

8.6.3 Email with Stable Owners

9.1 Risk Management Policy

Suggested Evidence of Compliance: Provide the risk management policy including indication of approval by the proper authority.

The Safety and Risk Ownership Policy is intended to provide a safe working environment to prevent injuries and their associated direct and indirect costs. This policy and the applicable procedures are available to all staff on the intranet under CMO policies or the Risk & Safety intranet page. The County Manager approved this policy.

9.0 Risk Management

9.1.1 Risk Management Plan and Procedures

Suggested Evidence of Compliance: *Provide the current risk management plan with approval by the proper authority, the most recent review, and indication of how the plan and procedures are available to staff. The risk management plan shall reflect all three phases of risk management: Identification and assessment; Response strategies; and Management planning.*

The current Safety and Risk Management Policy is available to all staff on the employee intranet. It uses five processes to improve safety and cover the following procedures applicable to the evidence of compliance:

1. Define the Activities within the Scope
2. Analyze Hazards
3. Identify and Implement Controls
4. Perform Activities within Controls
5. Feedback and Continuous Improvement

In addition, the Risk Management Operations Desk Reference outlines all the functions and operating procedures followed within the Los Alamos County Risk Management Division. It identifies the necessary forms available to staff on the Risk & Safety intranet page.

9.1.1 Risk Management Email

9.1.2 Accident and Incident Report Procedures

Suggested Evidence of Compliance: *Provide the accident/incident form(s) and the procedures for documenting and analyzing accidents and incidents. The accident/incident form(s) shall include identification information (who), specific location of accident (where), and description of accident in terms of sequence of activity (what).*

All Community Services employees must fill out the necessary paperwork anytime they need to report an incident or accident. The Risk and Safety Intranet page provides all the required policies, procedures, and forms for documenting and analyzing accidents and incidents, as provided below. In addition, CSD has an internal Accident and Incident Report Procedure and Accident form that directs them to the Risk Division.

The process and procedures are presented as new employee training, and refresher classes are offered through LITMOS.

9.1.2 Notice of Accident Form
9.1.2 POST MVA GUIDELINES
9.1.2 WHAT TO DO VEHICLE ACCIDENT
9.1.2 WHAT TO DO INJURY

9.1.3 Personnel Involvement and Training

Suggested Evidences of Compliance: *Demonstrate how personnel at all levels are involved and trained regarding risk management.*

The Risk and Safety division provides many training opportunities for Community Services staff and is conducted on-site at their location. LAC has worked hard to ensure the safety training is relevant to the job and tasks of the position. All training is available for sign-up through LITMOS and is open to all staff. In addition, training such as First Aid/CPR and bloodborne Pathogens is also available to staff through lifeguard training.

Human Resources and Risk Management have identified training required annually for staff to complete. These are provided through the LITMOS software.

9.1.3 [CSD Courses Completed by employee (2022)](#)
9.1.3 [A Complete List of Training in Litmos](#)
9.1.3 [811 Excavation Training](#)
9.1.3 [811 Excavation Training Sign-in Sheet & Certificate](#)

9.2 Risk Manager

Suggested Evidence of Compliance: *Provide the position description that includes responsibility for risk management.*

Los Alamos County has a [Risk Manager](#) who oversees all aspects of the risk and safety processes for both the County and the Community Services Department to control risk, manage losses, and assure compliance with all laws, rules, and regulations regarding the health and safety of employees. In addition, the risk manager works directly with a [Safety Coordinator](#) and a [Risk Management Specialist](#) who assist with the daily operations and training.

As established in the [1121 Safety and Risk Ownership Policy](#), managers, supervisors, and individual staff are responsible for their safety. Anyone can stop working for a safety concern.

9.3 ADA Compliance and Face-to-Face Resolution

Suggested Evidence of Compliance: *Provide a written policy or procedure available to the public and staff that outlines the steps to resolve questions, concerns, or complaints of accessibility along with a reasonable timeline for completion and have a process for face-to-face meetings is in place.*

Los Alamos County's policy is that all disabled individuals have access to facilities, programs, and services. It is also the County's policy that members of the public do not experience discrimination or harassment by County employees or contractors based on their disability.

The Los Alamos County ADA Title II Policy and Access and Inclusion Process documents are in Draft status and have recently been approved by the County's legal team. These documents provide staff with a fundamental understanding of the Americans with Disabilities Act to effectively assist citizens with qualifying disabilities with an equal and rewarding opportunity to access, participate in, and benefit from Los Alamos County programs and services with or without reasonable accommodation. In addition, they outline the process for resolutions of requested accommodations.

10.0 Evaluation, Assessment, and Research

10.1 Systematic Evaluation Processes
Suggested Evidence of Compliance: *Describe what is evaluated and the methods and frequency of evaluation of programs facilities and services. Evaluation is the process of determining the effectiveness of current practice and procedures.*

The Community Services Department holds quarterly meetings to connect as a team and evaluate programs and services currently offered within the department. A presentation is given to the Parks and Recreation Board annually to review CSD's progress and accomplishments and how they align with the overarching County Council goals. Additionally, the Recreation Division meets regularly to evaluate past programs and services and how they can be improved and/or modified moving forward. The evidence below outlines the evaluation process, and the documents used for these meetings are on file.

10.1 2023 Summer Concert Series Post-Season Report
10.1 Systematic Evaluation Process
10.1 Annual Report to Parks and Recreation Board
10.1 2023 Fair and Rodeo Lessons Learned meetings
10.1 CSD Logic Models

10.1.1 Responsibility for Evaluation
Suggested Evidence of Compliance: *Provide job descriptions for the person(s) (staff or consultants) responsible for supporting and monitoring evaluation processes, including planning, training, evaluation, and analysis. If consultant services are used, provide the current contracts or service agreements. The documentation should also include the resumes of persons providing the service, including experience and training.*

Each division manager is responsible for the ongoing evaluation of programs within their division, accomplished through user satisfaction surveys, comment cards, face-to-face interactions, and social media. In addition, CSD used external consultants Berry Dunn to assist with reviewing and analyzing these evaluations as part of developing the Integrated Master Plan.

10.1.1 Link to document folder

10.1.1 CSD Department Director Job Description
10.1.1 Cory Styron, Department Director Resume
10.1.1 CSD Parks Superintendent Job Description
10.1.1 Wendy Parker, Parks Superintendent Resume
10.1.1 CSD Recreation Superintendent Job Description
10.1.1 Katherine Hudspeth Resume, Recreation Superintendent
10.1.1 CSD Library Manager Job Description
10.1.1 Gwen Kalavaza Resume, Library Manager
10.1.1 CSD Social Services Manager Job Description
10.1.1 Jessica Strong Resume, Social Services Manager
10.1.1 CSD Senior Management Analyst Job Description
10.1.1 Linda Lindstrom Resume, Senior Management Analyst
10.1.1 Berry Dunn Team (Formerly GreenPlay, LLC)
10.1.1 WT Group

10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities

Suggested Evidence of Compliance: Provide examples of recent evaluation trainings completed by the agency, including curriculum content, training dates and participant lists. Examples of training subjects could include but are not limited to qualitative and quantitative measurement, identification of applicable evaluation tools, data analysis and use of findings.

Community Services believes that knowledge and training help employees stay motivated by understanding how their contributions fit into their company's structure, mission, vision, and goals. To maintain this model, CSD provides ongoing staff training to help them evaluate programs, services, and facilities. Training is through a top-down train-the-trainer approach, which allows superintendents, supervisors, and managers to assist those indirectly and directly understand the program evaluation process.

CSD provided the Extended Management group with a [Problem-Solving Workshop](#) in the Fall of 2022. [Participants](#) learned how to identify a problem, find the root cause, and present the case for change. The workshop included a lecture and a group project to identify a problem and use the tools in the workshop to resolve or mitigate the issues.

CSD staff attended a [Program Evaluation training](#) on August 16, 2023, as part of an expanded management meeting. The Social Services Management Analyst, who has extensive experience in qualitative and quantitative measurement, identification of applicable evaluation tools, data analysis, and use of findings, led the training.

10.1.2 Program Evaluation [Sign-in Sheet](#) & [Agenda](#)

10.2 Outcomes Assessment

Suggested Evidence of Compliance: Provide examples of how evaluation results are used to determine levels of performance and effectiveness in the organization and how evaluation are used to determine if specific programs, services or facilities are achieving planned or projected results.

Each month, as part of the County Manager (CMO) Report, statistical and evaluated results are presented to the County Council. These findings are included as part of the year-end reporting included in the annual budget.

Evaluation: The Library Division regularly solicits and collects comments on library services in person, online, and via a comment box from the public.

Actions: Funding was secured for eight additional computers distributed between two locations.

Outcomes: Feedback indicated that the library required more computers for the public to access the internet while inside the library.

Evaluation: As part of the Integrated Masterplan, Berry Dunn consultants surveyed (Berry Dunn CSD IMP Survey) the Los Alamos County citizens on CSD programs and facilities.

Actions: Developing the capital maintenance program, the CSD department, and the department's division action plans.

Outcomes: The survey allowed the community to consider a more holistic, community-wide definition of health and well-being, including access to recreation, open space, activities, and amenities in the spectrum of support services. In addition, it created the development of the capital maintenance program and department and division action plans.

Evaluation: CSD also contracted a study to validate the ADA concerns and transition plan.

Actions: CSD is currently working on community feedback on replacing and restructuring playgrounds and tot lots to make them ADA-compliant.

Outcomes: Using the ADA survey results, staff could prioritize projects for the project budget (p. 269) adopted this year. Staff uses these findings to identify areas to improve existing opportunities or create additional community-recommended activities and programs.

Evaluation: CSD contacted the community with signs requesting feedback on converting an existing tennis court to a pickleball court.

Actions: CSD established a pickleball community play and courts while navigating the neighbors' concerns regarding paddle noise.

Outcomes: Feedback was used to determine that there was enough interest in the conversion of the courts.

Evaluation: A poll was taken after the Community Services Department (CSD) used a professional consulting service to provide a conceptual design and layout for new and renovated trails in Pueblo Canyon. [Two polls](#) were used to solicit community feedback in developing and prioritizing conceptual designs.

Actions: On July 26, 2022, Susan Barns submitted a petition on behalf of 128 people, requesting that planning for mountain biking projects in Pueblo Canyon be halted. Council motioned that County staff work directly with the petitioners, the mountain bike trail users, and the Open Space subcommittee of the Parks and Recreation as well as broader community members to develop an updated collaborative process, including expanded evaluation of options and document the pros and cons of these options, taking into account all the feedback was provided by the community before this meeting, and previous sessions about these projects, through email and other discussions, as well as the talks at this meeting and in future community collaborative discussions.

On April 4, 2023, Council motioned to adjust the scope of the Pueblo Canyon Conceptual Trail project to a single comprehensive consolidated County-wide trails and open space management plan. This consolidated plan will incorporate the four plans attached to this agenda item: the ADA audit and transition plan and the Los Alamos County open space restoration feasibility assessment. The plan will be holistic in its scope by including maintenance and improvements and will consider recreation, mobility, economic vitality, and environmental sustainability.

The new county-wide trails and open space management plan is currently being developed.

Outcomes: Feedback was evaluated to determine if there was enough interest to develop new and renovated trails.

Evaluation: The Social Services Division has engaged in several Community Conversations in the past six months, focused on educating the public about the dangers of fentanyl and the effects of opioid overdoses, as well as how to reverse an opioid overdose with naloxone. Additional training courses focused more specifically on addressing mental health and crisis needs. These events have included the involvement of community partners such as the Los Alamos Public Schools, the Los Alamos Courts, and other non-profit partners. After each event, we collect evaluative surveys via online platforms and use this feedback to modify and enhance future training.

Actions: An additional online-only opioid overdose prevention training was held in the fall, with very good attendance and engagement.

Outcomes: Survey evaluations indicated that while it was good to have opioid overdose training in person with food and drink available, people wanted the option to attend this type of training online so they could have the opportunity to ask questions anonymously, given the delicate nature of the topic.

10.3 Performance Measurement

Suggested Evidence of Compliance: Provide performance targets and measurement in use by the agency. Describe the process and frequency of performance measurement and cite examples for how the results have been used by the agency to affect decisions.

Los Alamos County staff collect information that helps the department's overall status of programs, services, and facilities as part of the planning process. Staff utilizes these findings to establish performance measures to help gauge the level of satisfaction among patrons and participants.

Various means of data collection assess patron and participant satisfaction, the effectiveness of the program/service, program relevance, gaps, and facility conditions. Feedback received provides beneficial guidance and insight on how to evolve our offerings or discontinue programs. Collected through the following channels, customer input includes surveys distributed in various methods, citizen surveys, in-person participant feedback, and data collected by consulting firms.

The Los Alamos County Community Services Department has also adopted an Integrated Master Plan that provides recreation and demographic trends, benchmarking metrics, and goals for the next five years.

10.3 [Integrated Master Plan Survey Results](#)
10.3 [Inventory & Level of Services](#)
10.3 [CSD Integrated Master Plan](#)
10.3 [FY24 Budget Book](#)

10.3.1 Level of Service Standards

Suggested Evidence of Compliance: Provide the LOS standards and describe how LOS standards are used to establish facility and service priorities.

The Community Services Department utilizes the [level of service standards (p. 15-22)](#) outlined in the recently developed Integrated Master Plan (approved March 2023) to ensure that all facilities, programs, and services provided to the community are at the level of quality that will meet the diverse needs of our active community and integrate them among the key areas of the Parks, Open Space, Cultural Services, Social Services, Recreation, and Library Services. Using the LOS, we have been able to identify four facilities for further review. These four facilities include tennis courts, an excess of units based on the LOS, and two underutilized playgrounds that may need additional consideration. This project is in process. The LOS also identified facilities that require significant updating or renovation. Using the LOS and the ADA Audit, staff could use the information to develop the Department's [Capital Plan](#) for the next ten years.

A complete Level of Service was provided as part of the Integrated Master Plan. The complete document is the [Los Alamos Inventory Approval Atlas](#) (2022).

Based on population, local service areas, including all Los Alamos County parks and indoor/outdoor facilities, were compared to the national average service level. New service levels were recommended for each facility. Facilities were identified as either meeting or failing to meet standards, and any need for additional facilities or services was noted.

10.4 Needs Assessment

Suggested Evidence of Compliance: *Provide the current needs assessment, describe the procedural steps in conducting the assessment, describe the frequency of updates, and describe the use of the assessment in agency planning.*

The Community Services Department recently updated its [Integrated Master Plan](#) (approved March 2023) to identify existing and projected gaps in service and determine land, facility, and service priorities. The process is used every ten years when updating the Integrated Master Plan.

The methodology involved a set of focus groups to get a general idea of community needs and trends. This is further researched with a scientifically valid survey to establish the data. The results were used to develop a ten-year project plan that sets the objectives for the Integrated Master Plan.

As an addendum to the Integrated Master Plan, the elements of the Needs Assessment are listed below**:**

10.4 [Los Alamos County Community Services Department Survey Comments](#)
10.4 [LAC CSD Survey Findings Presentation](#)
10.4 [All questions by Area](#)

10.5 Program and Service Statistics

Suggested Evidence of Compliance: Provide examples of statistics collected, describe the frequency of updates, and describe how the agency makes use of the information.

As listed below, statistical reports are driven by each program area, division, or facility software utilized for these purposes, such as registration and attendance, while others are manually calculated.

The library compiles an [Annual NMSL report](#) on various pieces of business and activity data collected and allows them to compare from year to year.

CSD has begun using [Placer ai](#) [R] to analyze foot traffic counts for programs, events, facility usage, site selection, and demographic data. Most recently, the [annual summer concert series data](#) allowed CSD to capture the attendance for those Friday night events so CSD and contractors could plan future staffing, vendor placement, and facility needs to ensure the safety and enjoyment of the community.

In addition to demographic and tourism data, the triathlon survey captures what participants and spectators enjoyed, possible program changes, and the ease of the registration process for the event.

The Community Services Department staff evaluates facility and program statistics to aid in future decision-making processes. For example, recreation statistics are evaluated to determine interest and usage based on days of the week and month of the year, fee adjustments, and general community involvement in a program. In addition, staff can determine the feasibility of continuing with a program if the marketing outreach is effective. Analyzing all this data allows decision-makers to make budgeting and cost-effective decisions. CSD utilizes this information to help evaluate whether the program or service is still relevant, where/how changes can be implemented, and participant feedback is solicited.

[10.5 RecTrac[R] Reports](#)
[10.5 Triathlon Survey Report](#)

10.5.1 Recreation and Leisure Trends Analysis

Suggested Evidence of Compliance: Provide trends analysis, describe frequency of updates, and describe linkage to agency goals and objectives.

Parks and recreation systems are becoming increasingly popular as "Anchor Institutions" since they provide a crucial community component. Parks and Recreation facilities enable community members to connect more meaningfully and engagingly, rather than the "old/traditional" methods of educational and medical facilities. Parks and recreational facilities are heavily used throughout the Los Alamos County community. During the warmer months, outdoor facilities serve as the social hub for many activities and events, ranging from five to thousands of people. Los Alamos County was voted the healthiest county in the United States in 2022, attributed to the programs and services available to residents and visitors of Los Alamos County.

Pickleball is also a national trend and a trend that we see on the rise within Los Alamos County. As other communities have seen a rise in pickleball requests, Los Alamos County has also received requests to build pickleball dedicated courts, and we have been able to identify and modify less utilized tennis courts within the county to help meet these requests.

Los Alamos is also not immune to national lifeguard shortages. Los Alamos County hosts the only indoor Olympic-sized pool at 7,200ft, including an indoor multi-generational pool added to the facility in 2022. Despite construction beginning during the pandemic, Los Alamos County has not been able to recruit additional lifeguards to staff the enhanced facility fully. Given that Los Alamos is an isolated community, the lifeguard recruitment potential is limited, and there is competition not only with McDonald's wages but also with other private pools, and there is an inability to hire high schools at the age of 15.

Also, an important trend to recognize that has been growing over the past several years is the diversity, equity, and inclusion (DEI) movement. The National Recreation and Park Association (NRPA) conducted research in 2021 that found that 34% of parks and recreation agencies currently have DEI programs, 32% of agencies planned to have DEI programs within the following year, and the remaining 34% didn't have plans to implement DEI programs. Los Alamos County has always strived to have an inclusion statement in activities registration. However, with the implementation of the [CSD Integrated Master Plan](#) and [ADA Transition Audit Plan,](#) we will now have official documents addressing DEI programs and services and implementing plans to update ADA accessibility issues to be more DEI-friendly for community engagement, recreational programming, volunteer recruitment, and many other activities.

According to a National Parks and Recreation article dated December 2022, one of the most important trends is the electrification of parks and recreation operations. This means transitioning from fossil fuel machines and equipment to electric power due to its efficiency, health factors for community members and workers, and being more environmentally beneficial. Los Alamos County has been making conscientious efforts to limit its carbon footprint by having multiple LEED buildings charging stations and employing several electric and hybrid vehicles within its Fleet. However, park maintenance and heavy-duty equipment remain largely reliant on fossil fuels.

Marijuana and alcohol usage are also on a national rise within parks and recreation, and twenty-one states do now allow cannabis in their parks. It is also noted that many park and recreation agencies have relaxed regulations on alcohol use in their parks during special events. Los Alamos County has no open container law allowing alcohol in our parks (bring your own beer). It does allow alcohol sales during special events, with the proper permitting. However, marijuana usage in public remains against state law and is not allowed in our parks

or special events. However, if someone is caught smoking the substance within the park or at a special event, it is a non-criminal offense.

10.5.1 Recreation and Leisure Trends Analysis (PDF)
10.5.1 Recreation Programming Plan

10.5.2 Community Inventory

Suggested Evidence of Compliance: Provide a complete and current inventory of parkland, programs and services available in the community, describe the frequency of updates, and describe how the agency makes use of this information.

Community Services provides a complete inventory of all department facilities, programs, and services and a compilation of similar programs and services provided through our contractors.

When identifying new program opportunities or deciding what to do with declining programs, staff will research the community to see if other agencies offer similar services. This information will be utilized by programming staff to identify new opportunities for programs and services and potential partners and helps avoid duplication of programs and services.

Department management staff review this information during regular monthly and seasonal planning, contract renewals, and budget preparation. The park facilities' routine upkeep, repair, and improvements are assessed daily by staff. The CSD activity guide also provides a complete and seasonal list of all inventories.

10.5.2 CSD Activity Guide
10.5.2 Community Inventory

10.5.3 NRPA Park Metrics

Suggested Evidence of Compliance: Provide a copy of the Agency Performance Survey.

Community Services has submitted the Agency Performance Dashboard Report for FY23 and it is attached as evidence of compliance.

10.6 Research Investigation

Suggested Evidence of Compliance: Provide a report on a current or recent experimental or demonstration research project designed to improve a product or to test a new process or procedure, including methods used and research findings; provide brief descriptions of other research investigations undertaken over the past five (5) years.

CSD is proactive in testing new projects to increase productivity or program effectiveness. For example, CSD handles many annual agreements for park-related services, which historically required paperwork and signatures to be manually turned in before a deadline (e.g., stable rentals, community garden plots, and RV storage rentals). This process was time-consuming and not cost-effective.

In 2021, staff worked with the County's Information Management team to streamline numerous agreements by utilizing electronic signatures via DocuSign. This was done by mail merging agreements and emailing them for electronic signature with instructions on completing the new forms. User group meetings were held to inform the patrons that the practice would change, and questions were answered.

During the first year, the following [Stable Licensee research report](#) indicated that the number of agreements turned in on time had increased by 92%, and the number of days for payments to be made decreased by 41%. This trend has continued since the inception of this change and has proven that the process was an improvement for the Department.

Other research investigations undertaken over the past five (5) years include:

2019 – Student Pass Requirement

Due to negative behavior on the basketball court at the Aquatic Center, staff tested a new process requiring all students under 18 to register for a facility pass, which entailed having their parents sign a waiver and requiring them to sign in to participate and borrow basketballs. Over the following two years, incidents declined. Instead of registering and providing parental information, students utilized other outdoor basketball courts within the community. Staff eventually removed the basketball hoop due to the construction and expansion of the Aquatic Center.

2021 - Policy 1735 "Use and Rental of County Facilities/Lands"

Policy 1735 had yet to be updated since 2006. The Los Alamos County staff worked to update the document to reflect current practices and procedures, streamline processes, and add facilities that came into existence since its creation. It was very restrictive for businesses to rent or use our facilities for business/commercial use.

Significant noticeable changes were proposing to have the availability to rent Ashley Pond in three separate sections, the addition of outdoor North Mesa arenas, including the covered arena; proposing to change how North Mesa Stable Fees are calculated, proposing to change how RV storage lots are calculated, and the admission and rentals charges related to facility admittance and season passes for the Aquatic Center, Ice Rink, and Golf Course.

Based on the feedback gained from the public and Parks and Recreation Board input, staff recommended the policy dated 2006 be updated to as written in 2021. The updated 2021 document, pending legal review, was unanimously supported at the July 8, 2021, Parks and Recreation Board meeting by formal vote to recommend for approval by Council.

2023 – Community Services Community Tour

The Community Services leadership team tested a "Community Tour" event where they attended a different county facility or event each month. During these meet-and-greets, the leadership team provided citizens with one-on-one discussions and questions on various CSD projects and initiatives without registering or making an appointment. Although CSD and patrons could have meaningful conversations during each engagement, the attendance and number of attendees were less than anticipated.

2021 & 2023 Summer Concert Surveys

During the summer concert seasons of 2021 and 2023, CSD performed a series-long survey to gather input and feedback on the types of music the community would like to hear, if the time of the Friday night concerts were appropriate, how often they attended the concert, and any additional feedback.

From the 2021 results, CSD focused on homing in the genres of music for the following two seasons and added tribute bands to see how receptive these acts were to the community. As a result, the community enjoys the tribute bands, as they tend to put on more of a show rather than just playing music.

The 2023 results are still being evaluated. However, an initial analysis shows that music genre preference is still on point, but the timing of the Friday night concerts is a major issue. There is a plan to adjust the 2024 season's time, which will be the first attempt in four years. Another survey will be conducted in 2024 to gauge the impact of the change.

2023 Underutilized Facilities

In the summer of 2023, CSD identified five underutilized outdoor facilities that need revamping. Five surveys were conducted for each site to gather usage data, frequency data, type of use data, optional other use data, and demographic data. After the conclusion of the survey, at the end of September 2023, data was gathered and analyzed. The results will be presented to the Parks and Recreation Board by the end of 2023 for further discussion and a path forward.

10.6.1 Quality Assurance

Suggested Evidence of Compliance: Provide recent examples of methods used to collect, monitor and evaluate quality assurance data from users.

As part of the Integrated Master Plan effort, a [community survey](#) was conducted in Los Alamos to gather feedback on the Community Services Department. The survey research effort and subsequent analyses were designed to assist the department in integrating the community's needs and desires into developing this master plan.

The primary methods for this survey included a statistically valid invitation survey and an open-link survey. For the statistically valid survey, postcards were mailed to every residential address within Los Alamos, with instructions to complete the survey online through a password-protected website (one response per household). Paper surveys were also available upon request at libraries and senior centers. Nine thousand one hundred eighty-nine (9,189) postcards with invitations to the survey were mailed. Eight thousand eight hundred thirty-three (8,833) were delivered, and seven hundred and eight seven (787) invitation surveys were completed. The open link survey was available to all stakeholders, including non-County residents (e.g., commuters). Three hundred and eleven (311) open link surveys were completed.

Community Services also employs face-to-face, [social media interactions](#) and [customer comment cards](#) provided in every facility for patrons to communicate feedback. In addition, facility and program surveys are available in both electronic and paper format and are available at CSD events (i.e., [FY23 Triathlon](#) and the [Summer Concerts](#)) where customers can provide input when at a CSD facility (i.e., [Aquatic Center](#)) or while the event is in progress. This information is shared with staff and analyzed to make necessary adjustments to enhance the customer's experience. For example, comments in September of 2022 identified the need for more computers that the public could use to access the internet. In November and December of 2022, five additional computers were added. In addition to the examples listed above, other outreach [surveys](#) and focus groups can be found listed below.

10.6.1 [Play Lot Evaluation Surveys](#)
10.6.1 [Community Health Plan](#)