

2025 STRATEGIC  
LEADERSHIP  
PLAN

LOS ALAMOS

# VISION

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





## INTRODUCTION



Los Alamos County Council, with input from County staff and community members, reviewed and updated the 2024 strategic plan and subsequently adopted these five goals and 22 objectives for 2025. The goals and objectives address issues that are important to the community and the governance of essential functions. They are tools to help maintain a focus on important and challenging issues. They are not all-inclusive of the broad scope of the County's work and investments.

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

Concrete actions for addressing each of the 22 objectives will be determined, in the context of community survey input and all ongoing County efforts, for making and communicating progress and identifying challenges throughout the year. Many of the actions will come from existing plans listed at the end of this document, which can be found on the County's website using the search function. An electronic performance dashboard, also available on the County's website, captures the scope of County actions to address each of the objectives and to enable measurements to be assigned and tracked.

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



# STRATEGIC GOALS & OBJECTIVES

## **Quality Governance**

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

## **Communication and Engagement**

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

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

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

## **Fiscal Stewardship**

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



## STRATEGIC GOALS & OBJECTIVES

### **Operational Excellence**

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

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

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

### **Infrastructure Asset Management**

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

### **Employee Recruitment and Retention**

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



## STRATEGIC GOALS & OBJECTIVES

### **Economic Vitality**

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

### **Housing**

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

### **Local Business**

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

### **Downtown Revitalization**

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

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

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

### **Tourism and Special Events**

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

### **Community Broadband**

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



## STRATEGIC GOALS & OBJECTIVES

### **Quality of Life**

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

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

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

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

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

### **Mobility**

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

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

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

### **Public Safety**

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



# STRATEGIC GOALS & OBJECTIVES

## **Environmental Stewardship**

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

## **Natural Resource Protection**

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

## **Water Conservation**

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

## **Greenhouse Gas Reduction**

Achieve net-zero greenhouse gas emissions by 2050, with interim targets of 30 percent reduction by 2030 and 80 percent reduction by 2040.

## **Carbon-Neutral Energy Supply**

Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing and phase out natural gas use in County facilities by 2050 and in residences and businesses by 2070.

## **Waste Management**

Promote a circular economy by diverting community waste from landfills through recycling, re-use, composting and waste reduction programs, and zero-waste campaigns.





## COUNTY APPROVED PLANS

### **Administrative Services**

2025–2026 Biennial Budget (FY25, Adopted–FY26, Projected)  
2025 Budget in Brief (FY25 Adopted Budget)  
2024 Annual Comprehensive Financial Report (ACFR)  
2024 Popular Annual Financial Report (PAFR)

### **Community Development**

2024 Los Alamos Affordable Housing Plan  
2021 Los Alamos Downtown Master Plan  
2021 White Rock Town Center Master Plan  
2020 North Mesa Housing Study  
2019 Los Alamos Housing Market Needs Analysis  
2019 Los Alamos County Economic Vitality Strategic Plan  
2018 Fuller Lodge Interpretive Plan  
2018 Los Alamos Tourism Strategic Plan  
2016 Los Alamos County Comprehensive Plan  
2014 Brand Action Plan  
2011 Los Alamos Creative District Plan  
2009 Regional Economic Development Strategic Plan  
2008 Los Alamos County Historic Preservation Plan

### **Community Services**

2024 Comprehensive Health Plan  
2023 Integrated Master Plan  
2022 ADA Audit Report  
2020–2023 Los Alamos County Library System Strategic Plan  
2020 Health Services Gap Analysis Final Report  
2015 Open Space Management Plan\*  
2015 Trail Network Signage Plan\*  
2013 Los Alamos County Community Trail Plan\*  
2012 Trail Management Planning Documents\*

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



# COUNTY APPROVED PLANS

## **County Manager**

2024 Communication Plan  
2024 Los Alamos Climate Action Plan  
2023 Community Broadband Strategic Plan  
2022 Los Alamos Resiliency, Energy, and Sustainability Task Force Final Report  
2022 Racial Equity and Inclusivity Task Force Final Report  
2017 Foundation Document—Manhattan Project National Historical Park

## **Emergency Management**

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

## **Fire**

2019-2024 Los Alamos Fire Department Strategic Plan

## **Public Utilities**

FY2025 Strategic Goals & Objectives  
2022 Water and Energy Conservation Plan

## **Public Works**

2023 Transit Study  
2023 Facility Condition Reports  
2022 Food Waste Composting Feasibility Study  
2021 Pavement Management Analysis and Parking Lot Analysis Reports  
2017 Bicycle Transportation Plan  
2013 Airport Master Plan  
2011 Canyon Rim Trail Master Plan  
1998 Pedestrian Transportation Plan