



County of Los Alamos

1000 Central Avenue
Los Alamos, NM 87544

Agenda - Final Transportation Board

Brian O'Neil, Chair; Sriram Swaninarayan, Vice-Chair; Nancy Jo Barnes; Eileen Lime; Don Machen; and James L. Nesmith; David Schiferl, Members

Thursday, January 4, 2018

5:30 PM

1000 Central Avenue, Room 110

1. **CALL TO ORDER / ROLL CALL**

2. **APPROVAL OF AGENDA**

3. **PUBLIC COMMENT**

This section of the agenda is reserved for comments from the public on items that are not otherwise included in this agenda.

Please Limit Public Comment to 3 Minutes.

4. **LIAISONS' REPORTS**

5. **APPROVAL OF MINUTES**

[10241-17](#) Approval of the December 7, 2017 Transportation Board Meeting Minutes

Presenters: Brian O'Neil, Chair of the Transportation Board

Attachments: [A - DRAFT December 7, 2017 Transportation Board Meeting Minutes](#)

6. **OLD BUSINESS**

[10242-17](#) Approval of the Revised 2018 Transportation Board Meeting Schedule

Presenters: Brian O'Neil, Chair of the Transportation Board

Attachments: [A - Revised Transportation Board 2018 Meeting Schedule](#)

7. **NEW BUSINESS**

[10243-17](#) Approval of the FY19 Transportation Board Work Plan.

Presenters: Brian O'Neil, Chair of the Transportation Board and Philo Shelton, Public Works Director

Attachments: [A - Approved FY18 Work Plan](#)
[B - Council Review Process for LAC Boards and Commission Work Plans](#)
[C - DRAFT FY19 Work Plan](#)
[D - Presentation Guidelines](#)

[10244-17](#) Los Alamos Tourism Strategic Plan and Wayfinding Analysis

Presenters: Linda Matteson, Assistant to the County Manager

Attachments: [A - DRAFT Tourism Strategic Plan](#)
[B - Wayfinding Analysis](#)

8. PROJECT UPDATES

[10246-17](#) Public Works Staff/Project Update - December 2017

Presenters: Philo Shelton, Public Works Director

Attachments: [A - Public Works Update for December 2017](#)

9. CHAIRPERSON'S REPORT

[10245-17](#) Recruitment for Transportation Board Members

Presenters: Philo Shelton, Public Works Director

10. FUTURE AGENDA ITEMS

- *Bus Shelter Plans*
- *Golf Course Mid-Block Crossing*
- *LANL Trail Map*
- *Second Tour of the Traffic Management Center*
- *Central Avenue - On Street Parking with Main Street Future Group*

11. ADJOURNMENT

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact the County Human Resources Division at 505-662-8040 at least one week prior to the meeting or as soon as possible.

Public documents, including the agenda and minutes can be provided in various accessible formats. Please contact the personnel in the Public Works Division at 505-662-8150 if a summary or other type of accessible format is needed.



County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters:

Legislative File: 10241-17

...Title

Approval of the December 7, 2017 Transportation Board Meeting Minutes

...Recommended Action

I move that the Transportation Board approve the December 7, 2017 minutes as presented.

OR

I move that the Transportation Board approve the December 7, 2017 minutes as amended.

...Attachments

A - DRAFT December 7, 2017 Meeting Minutes



County of Los Alamos

Minutes

Transportation Board

1000 Central Avenue
Los Alamos, NM 87544

Brian O'Neil, Chair; Sriram Swaminarayan, Vice-Chair; Nancy Jo Barnes; Eileen Lime; Don Machen; and James L. Nesmith; David Schiferl, Members

Thursday, December 7, 2017

5:30 PM

1000 Central Avenue, Room 110

1. CALL TO ORDER / ROLL CALL

The December 7, 2017 Transportation Board Meeting was called to order at 5:30 p.m.

Present: Brian O'Neil, Chair; Sriram Swaminarayan, Vice Chair; Nancy Barnes, Member; Eileen Lime, Member; and James Nesmith, Member.

Absent: Don Machen, Member; and David Schiferl, Member.

Staff in attendance: Philo Shelton, Public Works Director; Jon Bulthuis, Deputy Public Works Director; Eric Martinez, County Engineer; Dan Erickson, Traffic & Streets Manager; Cameron Humphres, Airport Manager; and Louise Romero, Office Manager.

Councilors: Christine Chandler

Members of the public in attendance: Charley Qian, LANL office; Paul Brasher, NMDOT District 5; Charlotte Glasco, 180 Maple Drive.

2. APPROVAL OF AGENDA

A motion was made by Member Nesmith, seconded by Member Lime, that the December 7, 2017 agenda be approved as presented; motion passed unanimously.

3. PUBLIC COMMENT

Joe Zerr, Canyon Rd./Manhattan Loop spoke regarding the NM 502 Project; Charlotte Glasco, 180 Maple Drive, spoke regarding bus stops in the Guaje Pines area.

4. LIAISONS' REPORTS

Member Machen was absent.

5. APPROVAL OF MINUTES**10134-17**

A motion was made by Member Nesmith, seconded by Member Nesmith, that the November 2, 2017 meeting minutes be approved as presented; motion passed unanimously.

6. OLD BUSINESS**7. NEW BUSINESS****10135-17****Item 10137-17 - Approval of the 2018 Transportation Board Meeting Schedule.**

A motion was made by Member Swaminarayan, seconded by Member Nesmith, that the 2018 Transportation Board Meeting Schedule be approved as presented; motion passed unanimously.

10136-17**Item 10136-17 - Supplemental Environmental Projects**

A presentation was made by Carol Brown, Department of Energy, National Nuclear Security Administration Los Alamos Field Office.

- The Supplemental Environmental Projects (SEPs) are derived from the January 22, 2016 Settlement Agreement between DOE, LANS, and New Mexico Environment Department (NMED).
- Following the WIPP event DOE will expend up to \$34.5M on the 5 SEPs.
 - Storm Water Engineering Structures (\$7.5M)
 - Improvements to Transportation Routes used for Transportation of TRU waste to WIPP (\$12M)
 - Water Line Improvement and Metering Upgrade (\$10M)
 - Triennial Reviews (\$2.5M)
 - Supplemental Sampling and Monitoring (\$2.5M)
- These projects were jointly selected by NMED and DOE to benefit the Northern New Mexico Region.
- \$12 million to improve DOE-owned transportation routes at LANL used for the transportation of transuranic waste to WIPP.
- DOE is executing via an Interagency Agreement with the Army Corps.

Roadway Improvements

- United States Army Corp of Engineers is performing the design and all project management work.
- Mill and inlay will be done on parts of East Jemez, State Route 4, and NM 502.
- Design only will be conducted for the E. Jemez - SR 4 Intersection
- Approximate Mill and Inlay Schedule: 2018 construction season
- More specific schedule will be made after contract goes out to bid early 2018.
- Milling may be done at night, and Inlay done during the day
- Possible scenario: 6PM-6AM Mill, 9AM-3PM Fill
- Road improvement will connect with NMDOTs current roadwork on NM 502.

Status of Road Improvements

- Design of asphalt mill and fill (SR 502, SR 4, E Jemez) is on-going
- Geotechnical investigation in support of design is complete
- Construction contract for all asphalt mill and fill of roads to be awarded in Spring 2018.
- Repair of dips on SR 502 are included in scope.
- SR 4 and E Jemez Rd intersection redesign to begin early 2018

[10137-17](#)**Item 10137-17 - New Mexico Department of Transportation Update**

- Paul Brasher, Acting District 5 Engineer gave the Transportation Board Members an update regarding the NM502 Reconstruction, Knecht St. to Tewa Loop, State Route 4 Project and the State Transportation Improvement Program (STIP).

8. PROJECT UPDATES[10138-17](#)

Philo Shelton, Public Works Director introduced Cameron Humphres, Airport Manager; Cameron spoke briefly about future projects at the Airport. Other Public Works Project Updates were briefly discussed.

9. CHAIRPERSON'S REPORT

Chair O'Neil thanked staff for the Ribbon Cutting Ceremony for the 20th Street Extension Project, it was well attended. He also mentioned the Bronze Level designation by the League of American Bicyclists.

10. FUTURE AGENDA ITEMS

- Bus Shelter Plans
- Golf Course Mid-Block Crossing
- LANL Trail Map
- Second Tour of the Traffic Management Center
- Central Avenue - On Street Parking with Main Street Future Group
- Tourism Update

11. ADJOURNMENT

A motion was made by Member Nesmith, seconded by Swaminarayan that the December 7, 2017 meeting be adjourned.

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County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters:

Legislative File: 10242-17

...Title

Approval of the Revised 2018 Transportation Board Meeting Schedule

...Recommended Action

I move that the Transportation Board approve the Revised 2018 Meeting Schedule as presented.

...Attachments

A - Revised 2018 Transportation Board Meeting Schedule



LOS ALAMOS

Los Alamos County Transportation Board

Revised 2018 Meeting Schedule

Unless otherwise noted, the Transportation Board meets the first Thursday of the month at 5:30 p.m. in the Municipal Building, 1000 Central Avenue, Room #110.

The Los Alamos County Transportation Board 2018 meeting schedule is as follows:

- January 4, 2018
- February 1, 2018
- March 1, 2018
- April 5, 2018
- May 3, 2018
- June 7, 2018
- July 12, 2018
- August 2, 2018
- September 6, 2018
- October 4, 2018
- November 1, 2018
- December 6, 2018

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County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
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Index (Council Goals):

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...Title

Approval of the FY19 Transportation Board Work Plan.

...Recommended Action

I move that the Transportation Board approve the FY19 Transportation Board Work Plan as presented.

OR

I move that the Transportation Board approve the FY19 Transportation Board Work Plan as amended.

...Attachments

- A - Approved FY18 Work Plan
- B - Council Review Process for LAC Boards and Commission Work Plans
- C - DRAFT FY19 Work Plan
- D - Presentation Guidelines



FY18 Work Plan for Los Alamos County Boards and Commissions

(Fiscal Year 2018: July 1, 2017 – June 30, 2018)

Board and Commission Name: Transportation Board

Date prepared: March 2, 2017 **Date approved by Council:** 6/6/17

Prepared by: Members of the Transportation Board and County Staff

This work plan will be accomplished in the following time frame: July 1, 2017 to June 30, 2018.

Chairperson: Brian O'Neil - term expires February 28, 2019

Members and terms:

- Nancy Barnes; term expires February 28, 2019
- Brian O'Neil; term expires February 28, 2018
- Don Machen; term expires February 28, 2019
- James Nesmith; term expires February 28, 2019
- Eileen Lime; term expires February 28, 2018
- Sriram Swaminarayan; term expires February 28, 2018
- Vacant

Department Director: Philo Shelton

Work plan developed in collaboration with Department Director? Yes

Staff Liaison: Philo Shelton

Administrative Support provided by: Louise Romero

Council Liaison: Christine Chandler **Reviewed by Council Liaison?** Yes

1.0 Provide a brief Summary of your Board or Commission’s activities over the past twelve months. Please describe your Board or Commission’s accomplishments and identify constraints. List any “lessons learned” and identify the greatest challenges faced by the Board or Commission.

1. Received public comment, reviewed, or monitored progress of the following issues/projects:
 - a. Reviewed designs for NM 502 Trinity
 - b. Monitored Western Area Phase 4 Reconstruction
 - c. Monitored Canyon Rim Trail Construction
 - d. Reviewed HAWK Signal and Crosswalk Warrants
 - e. Implementation of the Transit’s Automatic Vehicle Location System
 - f. Monitored Central Avenue Phase 2 Improvements
 - g. Pavement Condition Index Plan
 - h. Pavement Preservation White Rock & Town Site
 - i. ACTassist ADA Complementary Paratransit Policies and Procedures
 - j. Urban Bike Path
 - k. Range Road Bus Turnaround
 - l. Runway Pavement Preservation
 - m. Honorable Mention Bike Friendly Community, American League of Bicyclists
 - n. Monitor street light color-temperature modifications and light design changes
 - o. Begin research on Complete Street concepts in similar communities nation-wide.
2. Approved 2016-2017 Snow & Ice Control Plans
3. Greatest challenges: Recruitment of new board members continues to be greatest challenge for the board.

2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: *(Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)*

2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:

1. Review and monitor major construction and renovation plans for transportation facilities such as roads, streets, multi-use pathways, sidewalks and trails, airport, and public transit. Host public meetings as requested, and forward any submitted public comment throughout project completion to staff. Identifies ongoing and upcoming projects:
 - a. A-19 Development
 - b. NM502 Improvements design/construction
 - c. 20th Street Improvements
 - d. Replacement traffic signal at Oppenheimer and Trinity

- e. Extension of Canyon Rim Trail from Smith's Market Place to LAMC
 - f. North Mesa Phase I
 - g. N. San Ildefonso ADA Sidewalk – review design plans and provide comment
 - h. Airport fence design/replacement
 - i. Bicycle Transportation System Plan Update
2. Review Snow and Ice Control Plan annually and make recommendations before October 15.
 3. Review projects to ensure adherence to current standards and policies to ensure/improve the safety and efficiency of all modes of transportation including the *2005 Bicycle Transportation System Plan and the Policy of the Design of Public Streets and Rights-of-way, (Res. No. 10-32; Nov 2010)*
 4. Host or attend public meetings as requested by Council or staff.

2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.
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1. Bicycle Transportation System Plan; 2005
2. Policy on the Design of Public Streets and Rights of Way, (Res. No. 10-32; Nov 2010)
3. Los Alamos County Comprehensive Transit Study/Updated Service Plan
4. Airport Master Plan, 2013.

2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)
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1. Attend 2-3 events a year in collaboration with the Transit Division to provide transportation related information and interact with the public.
2. Have project public meetings in conjunction with monthly Transportation Board meetings.

3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.

1. Continue working with Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
2. Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.
3. Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other county Boards/Commissions and propose collaborative work sessions or training.
4. Utilize Legistar to track Transportation Board motions and action items from initiation to completion.
5. Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.

4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:

1. In collaboration with the Transit Division attend transportation related activities which shuttle service is provided to the community. The Transit Division provides shuttle service for the following activities:

- 4th of July Fireworks Show
- Nature Center /Earth Day
- Halloween Shuttle
- St. Patrick's Day Shuttle
- New Year's Eve Shuttle
- Senior Appreciation Night
- Skiesta Shuttle
- Ullr Fest

5.0 List the current subcommittees for this Board or Commission.

1. At this time - there are no subcommittees.

5.1 For subcommittees with members that are not members of the parent board or commission:

List the subcommittee members and their terms.

Explain how sub- committee members are selected or appointed.

Provide a description of each subcommittee's charter or purpose.

Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:

Attachment A: Provide a copy of your Board or Commission's "Purpose" and "Duties and Responsibilities" from Chapter 8 of the County Code:

ARTICLE XI. Transportation Board

Sec. 2-281. Purpose.

A transportation board is established to advise the county council and make recommendations regarding improvements in traffic conditions and all modes of transportation within the county. (Ord. No. 02-278, § 2. 10-3-2006)

Sec. 8-282. Duties and responsibilities.

The transportation board shall serve in an advisory capacity to the county council and shall have the following functions, responsibilities and duties:

1. Review and comment to council on transportation master plans for all modes of transportation;
2. For the purpose of collecting public input, review all major county construction and renovation plans for county transportation facilities (such as, but not limited to, roads, streets, bicycle paths, the airport, sidewalks, transit, and trails) with the

purpose of ensuring that all modes of transportation (e.g., pedestrian, bicycle transit, low speed vehicles, and aviation, if appropriate) are adequately treated in such projects;

3. Review and provide input to council, not later than October 15, on any recommended changes to the snow and ice control plan;
4. Review all traffic and transportation matters submitted to the board by the council; and

Advise council on ways and means for improving transportation and traffic conditions. For this purpose, when requested by staff or council, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics. (Ord. No. 02-278, § 2. 10-3-2006)

Attachment B: Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Transportation Board:

Mark all that apply

Economic Vitality		
	<u>Economic Vitality:</u>	
	• Priority Area – Build the local tourism economy	X
	• Priority Area - Revitalize and eliminate blight in Los Alamos and White Rock	X
	• Promote a strong and diverse economic base by encouraging new business growth	
	• Collaborate with Los Alamos National Laboratory as the area's #1 employer	
	<u>Financial Sustainability</u>	
	• Encourage the retention of existing businesses and assist in their opportunities for growth	X
	• Support spinoff business opportunities from LANL	
	• Significantly improve the quantity and quality of retail business	
Quality of Life		
	<u>Housing:</u>	
	• Priority Area -- Promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities as appropriate	
	• Priority Area -- Support development of affordable workforce housing	
	<u>Education:</u>	
	• Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation	
	• Partner with Los Alamos Public Schools and the University of New Mexico – Los Alamos; and support, as appropriate, the delivery of their educational services to community standards	

	<u>Quality Cultural and Recreational Amenities:</u>	
	<ul style="list-style-type: none"> Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community 	X
	<u>Environmental Stewardship:</u>	
	<ul style="list-style-type: none"> Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities 	X
	<u>Mobility:</u>	
	<ul style="list-style-type: none"> Maintain and improve transportation and mobility 	X

Quality Governance		
	<u>Operational Excellence:</u>	
	<ul style="list-style-type: none"> Priority Area – Implement the Comprehensive Plan with an emphasis on neighborhoods and zoning 	
	<ul style="list-style-type: none"> Priority Area – Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants 	
	<ul style="list-style-type: none"> Maintain quality essential services and supporting infrastructure 	X
	<ul style="list-style-type: none"> Invest in staff development to create a high performing organization 	
	<ul style="list-style-type: none"> Manage commercial growth well following an updated, concise, and consistent comprehensive plan 	X
	<ul style="list-style-type: none"> Establish and implement a mechanism for effective Utility policy setting and review 	
	<u>Communication:</u>	
	<ul style="list-style-type: none"> Improve transparency in policy setting and implementation 	X
	<ul style="list-style-type: none"> Create a communication process that provides measurable improvement in citizen trust in government 	X
	<u>Intergovernmental Relations:</u>	
	<ul style="list-style-type: none"> Strengthen coordination and cooperation between County government, LANL, and the regional and national partners 	
	<ul style="list-style-type: none"> Actively pursue land transfer opportunities 	

Council Review Process for LAC Boards and Commission Work Plans

Objective: To provide timely and meaningful formal review and feedback by Los Alamos County Council to Boards and Commission regarding the annual Board and Commission work plans.

Goals:

1. Encourage collaborative development and presentation of work plans between Boards and Commission, Staff Liaisons, Department Directors and Council Liaisons.
2. Integrate the review formally into the County's annual planning and budget process, to the extent needed
3. Focus work plans and Council review of work plans on Council goals and meaningful policy issues.

Tasks:

Boards and Commission, Department Directors and B&C staff Liaisons will collaborate to:

1. Link work plans to Council priorities/goals for the budget cycle as well as indicating any long-range activities or research they feel may be necessary.
2. Stay abreast of the current comprehensive and master planning processes, recognizing that priorities for budgets and projects will be informed largely by the results of these planning efforts,
3. Identify any budgetary impact of board or commission activity as part of work plan development, including any funds desired for training for members of Boards or Commissions.
4. Identify needed/anticipated interfaces with other boards or commissions
5. Identify needs/efforts for public involvement and/or informing the public

County Council will:

6. Set up a 3-member committee to review all submitted work plans and prepare a summary report for the entire Council

County staff, in consultation with the County Manager's Office will:

7. Create a structure that allows sufficient time for development and review of plans by members of Boards and Commissions, Department Directors and Council Liaisons before submittal to the Council Review Committee.
8. Schedule annual presentations to Council during work sessions that will be brief, yet flexible enough to afford time for extended consideration of issues of a particular Boards or Commission as needed.

Council Liaisons to Boards and Commission will:

9. Keep the Chairs of the B&C's assigned to them regularly informed of issues described above and of Council's priorities for the County government

DRAFT Sequence for Preparation/Review of FY19 Work Plans

- | | |
|-------------------|---|
| Dec 2017 | - Boards and Commission/Departments review the FY18 work plan and discuss potential items for the FY19 work plan related to the department's priorities and the board's responsibilities. |
| Jan 2018 | - Council identifies the 3-member Work Plan Review Committee |
| Jan 2018 | - Council conducts a strategic planning session and develops their strategic plan and goals for FY19. The FY19 Work Plan template is distributed to B&Cs. |
| Jan/February 2018 | - Department Directors develop their budgets including the evaluation of any financial resources requested by the B&Cs. Departmental budgets are reviewed with the Finance Department and County Manager. |
| Jan/ March 2018 | - Boards and Commission/Departments develop draft work plans |
| February 28, 2018 | - Deadline for B&C work plan submittal |
| March/April 2018 | - Council Review Committee reviews/evaluates submitted work plans and prepares a summary report |
| May/June 2018 | - Council Review/Summary Report for B&C Work Plans is presented to the entire Council |



FY19 Work Plan for Los Alamos County Boards and Commissions

(Fiscal Year 2019: July 1, 2018 – June 30, 2019)

Board and Commission Name: Transportation Board

Date prepared: January 4, 2017 **Date approved by Council:** _____

Prepared by: Members of the Transportation Board and County Staff

This work plan will be accomplished in the following time frame: July 1, 2018 to June 30, 2019.

Chairperson: _____

Members and terms:

- Vacant; term expires February 28, 2020
- Vacant; term expires February 28, 2020
- Sriram Swaminarayan; term expires February 28, 2020
- Don Machen; term expires February 28, 2019
- Nancy Barnes; term expires February 28, 2019
- James Nesmith; term expires February 28, 2019
- David Schiferl; term expires February 29, 2019

Department Director: Philo Shelton

Work plan developed in collaboration with Department Director? Yes

Staff Liaison: Philo Shelton

Administrative Support provided by: Louise Romero

Council Liaison: _____ **Reviewed by Council Liaison?** _____

1.0 Provide a brief Summary of your Board or Commission’s activities over the past twelve months. Please describe your Board or Commission’s accomplishments and identify constraints. List any “lessons learned” and identify the greatest challenges faced by the Board or Commission.

1. Received public comment, reviewed, or monitored progress of the following issues/projects:
 - a. Reviewed and approved 2017 Bicycle Transportation Plan
 - b. Received Bronze Level Bike Friendly Community, American League of Bicyclists
 - c. Installed Transit’s Automatic Vehicle Location System
 - d. Reviewed Americans with Disabilities Act (ADA) Transition Plan
 - e. Reviewed designs for NM502 Project with NMDOT
 - f. Developed Urban Bike Path
 - g. Monitored 20th Street Extension Project
 - h. Monitored North Mesa Improvements Project Phase 1
 - i. Reviewed Pavement Condition Index Plan
 - j. Researched Complete Street concepts in similar communities nation-wide.
 - k. Reviewed Title VI Plan
 - l. Reviewed North Road Traffic Calming
 - m. Reviewed Urban Street Traffic Calming
 - n. Reviewed Paratransit Policies and Procedures
 - o. Reviewed Transit Customer Service Policy and Disruptive Passenger Conduct Policy
 - p. Developed Complete Streets Design Check List
 - q. Approved Route 2 Service Expansion
 - r. Monitored Supplemental Environmental Projects
2. Approved 2017-2018 Snow & Ice Control Plan
3. Greatest challenges: Recruitment of new board members continues to be greatest challenge for the board.

2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: *(Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)*

2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:

1. Review and monitor major construction and renovation plans for transportation facilities such as roads, streets, multi-use pathways, sidewalks and trails, airport, and public transit. Host public meetings as requested, and forward any submitted public comment throughout project completion to staff. Identifies ongoing and upcoming projects:
 - a. A-19 Development
 - b. NM 502 Improvements construction
 - c. Traffic signalization at 20th Street
 - d. Trinity Drive Safety & ADA Improvements
 - e. A-9 Affordable Housing on DP Road
 - f. Pavement Rehabilitation
 - g. Airport Fence Replacement

- h. Airport Hangar Construction
 - i. Bus Stop Improvement Plan
 - j. DP Road Improvements
 - k. ADA Plan Updates
 - l. Complete Street Policy Review
 - m. Department of Energy – Supplemental Environmental Projects
 - n. Wayfinding for MainStreet District
 - o. Canyon Rim Trail Phase III
 - p. Canyon Rim Trail Underpass
 - q. North Mesa Phase II
 - r. Residential LED Street Light Replacement Plan
- 2. Review Snow and Ice Control Plan annually and make recommendations before October 15.
 - 3. Review projects to ensure adherence to current standards and policies to ensure/improve the safety and efficiency of all modes of transportation including:
 - a. The 2017 Bicycle Transportation System Plan
 - b. The Policy of the Design of Public Streets and Rights-of-way, (Res. No. 10-32; Nov 2010).
 - c. Complete Streets Checklist
 - 4. Host or attend public meetings as requested by Council or staff.

2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.
--

- a. Bicycle Transportation System Plan; 2017
- b. Policy on the Design of Public Streets and Rights of Way, (Res. No. 10-32; Nov 2010)
- c. Los Alamos County Comprehensive Transit Study/Updated Service Plan
- d. Airport Master Plan, 2013.
- e. ADA Transition Plan 2017
- f. Complete Streets Plan 2017
- g. Pedestrian Transportation Plan 1998

2.3 Other projects/assignments proposed by the Board or Commission: <i>(Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)</i>

- a. Attend 2-3 events a year in collaboration with the Transit and Airport Divisions to provide transportation related information and interact with the public.
- b. Have project public meetings in conjunction with monthly Transportation Board meetings.

3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.

- a. Continue working with Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
- b. Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.

- c. Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other county Boards/Commissions and propose collaborative work sessions or training.
- d. Utilize Legistar to track Transportation Board motions and action items from initiation to completion.
- e. Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.
- f. American League of Bicyclists Silver Level
- g. Tourism Strategic Planning Effort

4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:
--

1. In collaboration with the Transit Division attend transportation related activities which shuttle service is provided to the community. The Transit Division provides shuttle service for the following activities:

- 4th of July Fireworks Show
- Nature Center /Earth Day
- Halloween Shuttle
- St. Patrick's Day Shuttle
- New Year's Eve Shuttle
- Senior Appreciation Night
- Skiesta Shuttle
- Ullr Fest
- ScienceFest
- Opera on the Rocks
- Summer Concert Series

2. In collaboration with the Airport Division attend transportation related activities provided to the community. The Airport Division participates in the following activities:

- Young Eagles
- Public Airport Day
- Taste of the Sky

3. In collaboration with the Traffic & Streets Division attend transportation related activities provided to the community. The Traffic & Streets Division participates in the following activities:

- Touch a Truck Day – in May in conjunction with Public Works Week

4. In collaboration with the Engineering Division attend transportation related activities provided to the community. The Engineering Division participates in the following activities:

- Bike to Work Day

5.0 List the current subcommittees for this Board or Commission.

1. At this time - there are no subcommittees.

5.1 For subcommittees with members that are not members of the parent board or commission:
List the subcommittee members and their terms.
Explain how sub- committee members are selected or appointed.
Provide a description of each subcommittee’s charter or purpose.
Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:

Attachment A: Provide a copy of your Board or Commission’s “Purpose” and “Duties and Responsibilities” from Chapter 8 of the County Code:

ARTICLE XI. Transportation Board

Sec. 2-281. Purpose.

A transportation board is established to advise the county council and make recommendations regarding improvements in traffic conditions and all modes of transportation within the county. (Ord. No. 02-278, § 2. 10-3-2006)

Sec. 8-282. Duties and responsibilities.

The transportation board shall serve in an advisory capacity to the county council and shall have the following functions, responsibilities and duties:

1. Review and comment to council on transportation master plans for all modes of transportation;
2. For the purpose of collecting public input, review all major county construction and renovation plans for county transportation facilities (such as, but not limited to, roads, streets, bicycle paths, the airport, sidewalks, transit, and trails) with the purpose of ensuring that all modes of transportation (e.g., pedestrian, bicycle transit, low speed vehicles, and aviation, if appropriate) are adequately treated in such projects;
3. Review and provide input to council, not later than October 15, on any recommended changes to the snow and ice control plan;
4. Review all traffic and transportation matters submitted to the board by the council; and Advise council on ways and means for improving transportation and traffic conditions. For this purpose, when requested by staff or council, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics. (Ord. No. 02-278, § 2. 10-3-2006)

Attachment B: Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Transportation Board:

Mark all that apply

Economic Vitality	
<u>Economic Vitality:</u>	
• Priority Area – Build the local tourism economy	X
• Priority Area - Revitalize and eliminate blight in Los Alamos and White Rock	X
• Promote a strong and diverse economic base by encouraging new business growth	
• Collaborate with Los Alamos National Laboratory as the area's #1 employer	
<u>Financial Sustainability</u>	
• Encourage the retention of existing businesses and assist in their opportunities for growth	X
• Support spinoff business opportunities from LANL	
• Significantly improve the quantity and quality of retail business	
Quality of Life	
<u>Housing:</u>	
• Priority Area -- Promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities as appropriate	
• Priority Area -- Support development of affordable workforce housing	
<u>Education:</u>	
• Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation	
• Partner with Los Alamos Public Schools and the University of New Mexico – Los Alamos; and support, as appropriate, the delivery of their educational services to community standards	
<u>Quality Cultural and Recreational Amenities:</u>	
• Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community	X
<u>Environmental Stewardship:</u>	
• Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities	X
<u>Mobility:</u>	
• Maintain and improve transportation and mobility	X

Quality Governance		
	<u>Operational Excellence:</u>	
	<ul style="list-style-type: none"> • Priority Area – Implement the Comprehensive Plan with an emphasis on neighborhoods and zoning 	
	<ul style="list-style-type: none"> • Priority Area – Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants 	
	<ul style="list-style-type: none"> • Maintain quality essential services and supporting infrastructure 	X
	<ul style="list-style-type: none"> • Invest in staff development to create a high performing organization 	
	<ul style="list-style-type: none"> • Manage commercial growth well following an updated, concise, and consistent comprehensive plan 	X
	<ul style="list-style-type: none"> • Establish and implement a mechanism for effective Utility policy setting and review 	
	<u>Communication:</u>	
	<ul style="list-style-type: none"> • Improve transparency in policy setting and implementation 	X
	<ul style="list-style-type: none"> • Create a communication process that provides measurable improvement in citizen trust in government 	X
	<u>Intergovernmental Relations:</u>	
	<ul style="list-style-type: none"> • Strengthen coordination and cooperation between County government, LANL, and the regional and national partners 	
	<ul style="list-style-type: none"> • Actively pursue land transfer opportunities 	

Guidelines for 2018 B&C Presentations

County Council Work Sessions

- Each B&C presentation will usually be scheduled on Council's agenda during a work session. The Council work sessions are now "streamed" and are often held in White Rock at Fire Station #3. You can check the County's web site (www.losalamosnm.us) or call the County Manager's Office at 663-1750 to verify the meeting location.
- Please limit your portion of the presentation to approximately 10-15 minutes. Council members will be allocated approximately 15 minutes to ask questions at the end of your presentation.
- See next page for a chart of dates and presentation assignments. Please notify Linda Matteson (linda.matteson@lacnm.us or 662-8086) or Libby Carlsten (libby.carlsten@lacnm.us or 662-8261) if you need to re-schedule your presentation date.
- If you prepare a PowerPoint presentation, please provide an electronic copy of your material (5 days prior to the Council meeting) to Linda Matteson (linda.matteson@lacnm.us) and Jackie Salazar (Jacqueline.salazar@lacnm.us). Also, your B&C Staff Liaison will need to submit an LAC Information Management work order or contact the IM Service Desk at 662-8090 at least 5 days before the Council meeting to get your presentation loaded on a computer. IM can make arrangements to get a PowerPoint projector transported to the WR Fire Station. (Please note that you're not required to prepare PowerPoint slides. You're encouraged to simply do an oral presentation – it's your choice whether to prepare slides or not.)
- In general, hard copies of presentations are not provided to Council (they use tablets to view agenda items) but if you want, you can bring extra copies for the media and members of the public.
- Your board or commission's FY18 or FY19 Work Plan (depending on your presentation date) will usually be provided to Council as an attachment to the agenda documentation. Feel free to reference it, if you'd like.
- For the 2018 presentations, Council is asking each Board Chair to generally report on the following topics for their board during their presentations:
 - ◇ General overview of your current Work Plan
 - ◇ Top 1-3 Priority Projects/Objectives for your board for the next twelve months
 - ◇ Imposing challenges that your board foresees to achieving the priority items
 - ◇ Ways Council can help
- As noted above, Council will be allowed time to ask questions after your presentation. This will provide an opportunity for Councilors to ask clarifying questions about the issues, activities, and projects of importance to your B&C.

2018-2019 Schedule for B&C Presentations to Council

Month	Council Work Session Date	Board or Commission
January 2018	No work session scheduled for January (Reserved for strategic planning)	
February 2018	February 6, 2018	Environmental Sustainability Board, John Bliss, Chair
March 2018	March 13, 2018	Library Board, Jenn Baker, Chair and Planning and Zoning Commission, Michael Redondo, Chair
April 2018	No Work Session scheduled for April (budget hearings)	
May 2018	May 15, 2018	Transportation Board, Brian O'Neil, Chair
June 2018	June 19, 2018	Parks and Recreation Board, Chair TBD
July 2018	July 24, 2018	Historic Preservation Advisory Board, Mark Rayburn, Chair
August 2018	August 21, 2018	Art in Public Places Board, Jeremy Smith, Chair
September 2018	September 11, 2018	Board of Public Utilities, Jeff Johnson, Chair
October 2018	October 16, 2018	Personnel Board, Leslie Geyer, Chair
November 2018	November 13, 2018	Lodger's Tax Advisory Board, Ryn Herrmann, Chair
December 2018	No work session scheduled for Dec.	
January 2019	January 22, 2019	Tentatively reserved for strategic planning
February 2019	Date TBD	



County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters:

Legislative File: 10244-17

...Title

Los Alamos Tourism Strategic Plan and Wayfinding Analysis

...Body

The Los Alamos Tourism Strategic Plan has been developed as a practical roadmap detailing the strategies and actions needed to promote tourism as an economic driver for Los Alamos and White Rock. It builds on previous efforts and integrates the recent branding and wayfinding plans the County is currently implementing.

The plan assesses Los Alamos' strengths and weaknesses regarding tourism, and focuses on key action items that are expected to make a substantial positive impact in the future of the community. It develops and provides recommendations based on the desires of the County and community, as expressed in the 2016 Los Alamos County Comprehensive Plan and the community engagement process for this plan.

Tourism is a growing sector of the economy nationally and in New Mexico. The state is experiencing annual growth in the number of visitors (local, regional and out-of-state) and in visitor spending. Visits to National Parks, including Bandelier National Monument have been increasing for the last five years. Tourism exists today in Los Alamos. As more people learn about the beautiful environment, outdoor recreation, intriguing history and its position as a gateway to three National Parks, more visitors will come to Los Alamos.

Today, community leaders must decide if they are going to let tourism evolve haphazardly or to be strategic in driving the type of tourism that is wanted, which will diversify the economy and support additional restaurants and retail stores that residents desire.

...Attachments

A - DRAFT Tourism Strategic Plan

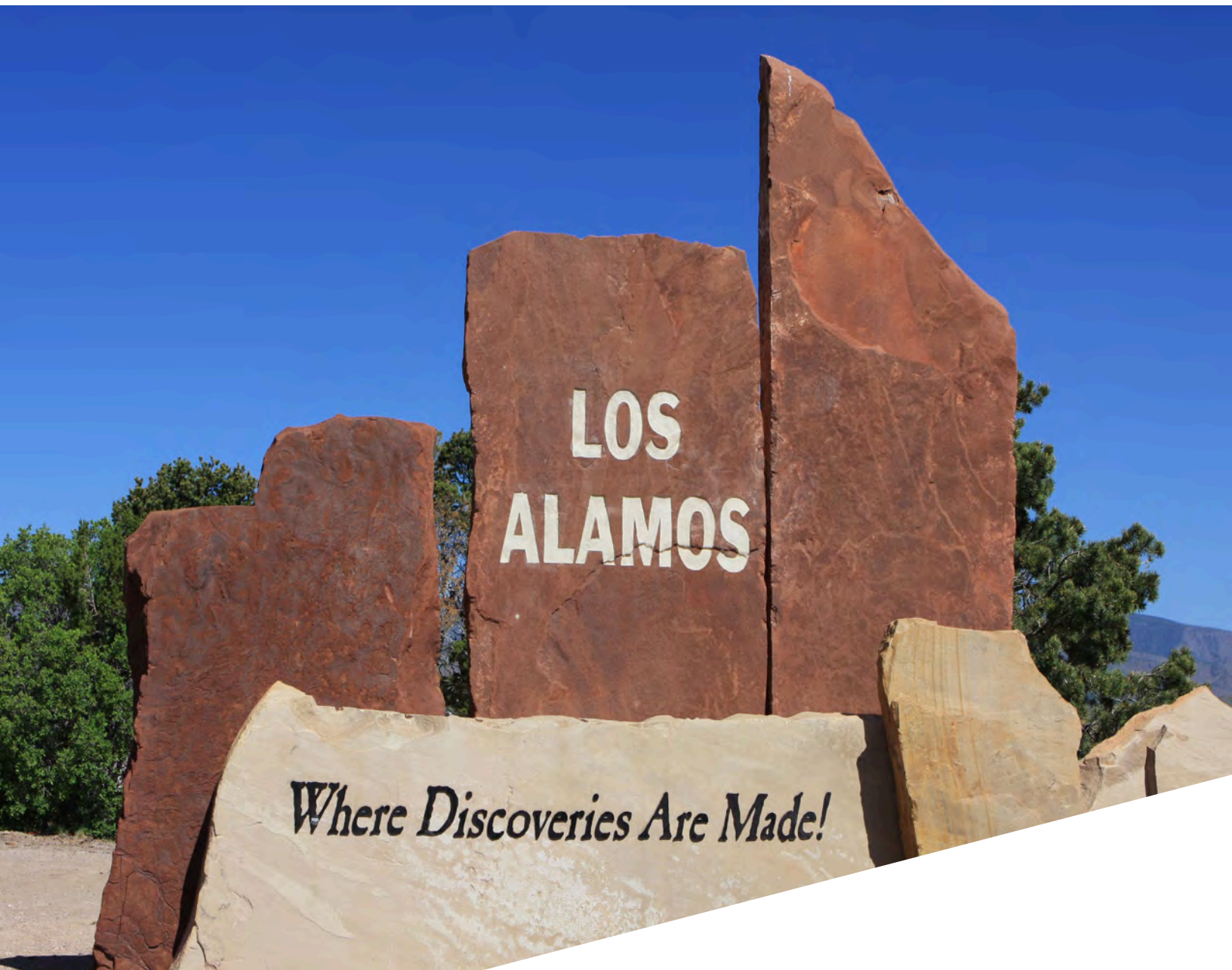
B - Wayfinding Analysis



LOS ALAMOS TOURISM STRATEGIC PLAN

DRAFT

January 2018



Gateway to Los Alamos
Photographer: Leslie Bucklin

Cover Image
View of Pajarito Plateau Mesas +
Jemez Mountains
Photographer: Leslie Bucklin

For those who never stop questioning what's possible,
Los Alamos County, in the elevated outdoors
of Northern New Mexico,
and home to the Los Alamos National Lab,
is where some of the world's best brains power
the breakthroughs that shape our world,
so you are challenged to think bigger and live brighter.

- Los Alamos Branding Story



ACKNOWLEDGEMENTS

LOS ALAMOS COUNTY COUNCIL

David Izraelevitz, Chair
Susan O'Leary, Vice Chair
James Chrobocinski, Councilor
Chris Chandler, Councilor
Antonio Maggiore, Councilor
Rick Reiss, Councilor
Pete Sheehey, Councilor

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Katie Bruell
Elizabeth Allen
Catherine Mockler
Barbara Lai, Administrative Support

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Jackie Salazar, Senior Office Specialist
Joanie Ahlers, Economic Development Administrator
Kelly Stewart, Marketing Specialist
Kirsten Bell, Senior Management Analyst
Julie Habiger, Public Information Officer
Leslie Bucklin, Visual Information Specialist
Tamera Baer, Planning Manager

ECONOMIC VITALITY ACTION TEAM

Charlie Nakhleh
Cindy Rooney
Patrick Sullivan
Kathy Keith
Doug Hintze
Tony Fox
Micheline DeVours
Dave Woodruff
Ian Maes

TOURISM WORK GROUP

Susan O'Leary, Chair	Heather McClenahan, <i>Los Alamos History Museum</i>
Andrea D. Romero	Irene Powell
Blake Wood	Katie Bruell, <i>Los Alamos Nature Center</i>
Brad Nyenhuis	Kristin Henderson
Craig Martin	Laura Tietjen
Dave Fox	Linda Hull
Suzette Fox	Micheline Devours
David Jolly	Phil Gursky
Dennis Erickson	Philip Kunsberg
Elizabeth Allen	Susan Brockway-Hahn (Tom Long), <i>Pajarito Mountain</i>
Georgia Strickfaden	

TOURISM WORK GROUP LIAISONS

Jason Lott, Superintendent
Bandelier National Monument
Charlie Strickfaden, Superintendent
Fort Union National Monument; Los Alamos Site Manager for *Manhattan Project National Historical Park*
Jorge Silva-Banuelos, Superintendent
Valles Caldera National Preserve

LOS ALAMOS COMMUNITY MEMBERS

DESIGNWORKSHOP

Becky Zimmermann, President
Anna Laybourn, Principal + Project Manager
Sarah Horn, Project Planner
Nino Pero, Pero Designs: Website Designer

***Special acknowledgement
to UNM-LA for use of
Student Center for first
public forum.***

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EXECUTIVE SUMMARY

LOS ALAMOS: WHERE DISCOVERIES ARE MADE!

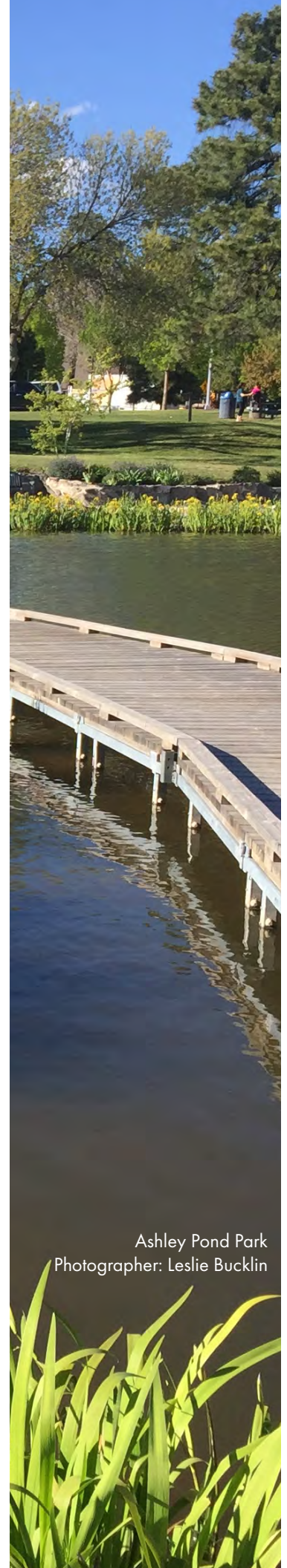
Los Alamos is in a position to harness the economic impact of tourism development by using it as a **driver** to grow and diversify the local economy and as a **catalyst** for increased options for the local community.

The *Los Alamos Tourism Strategic Plan* has been developed as a practical roadmap detailing the strategies and actions needed to promote tourism as an economic driver for Los Alamos and White Rock. It builds on previous efforts and integrates the recent branding and wayfinding plans the County is currently implementing.

The plan assesses Los Alamos' strengths and weaknesses regarding tourism, and focuses on key action items that are expected to make a substantial positive impact in the future of the community. It develops and provides recommendations based on the desires of the County and community, as expressed in the 2016 Los Alamos County Comprehensive Plan and the community engagement process for this plan.

Tourism is a growing sector of the economy nationally and in New Mexico. The state is experiencing annual growth in the number of visitors (local, regional and out-of-state) and in visitor spending. Visits to National Parks, including Bandelier National Monument have been increasing for the last five years. Tourism exists today in Los Alamos. As more people learn about the beautiful environment, outdoor recreation, intriguing history and its position as a gateway to three National Parks, more visitors will come to Los Alamos.

Today, community leaders must decide if they are going to let tourism evolve haphazardly or to be strategic in driving the type of tourism that is wanted, which will diversify the economy and support additional restaurants and retail stores that residents desire.



Ashley Pond Park
Photographer: Leslie Bucklin

The strategic direction for the future of tourism in Los Alamos should focus on four areas:



CREATE & MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR NATURAL BEAUTY, ATTRACTIONS
& DOWNTOWNS



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC
& PRIVATE INVESTMENT & PARTNERSHIPS

Each of these areas of focus are defined with their intent, desired outcome, goals and tactics related to marketing, programming, physical improvements, infrastructure investments and policy changes for implementation in the next 10 years.

While there appears to be unlimited wants and needs for time and dollars for tourism development in Los Alamos, the top four priorities that the County can begin to focus on immediately include:

- Increasing lodging supply and options
- Modifying tourism institutional structure
- Making marketing efforts more effective
- Enhancing guest experiences

Implementing these actions will improve tourism as an economic driver to help Los Alamos diversify its economy and sustain community quality of life.







1. TOURISM STRATEGIC PLAN INTRODUCTION

COMMUNITY VISION INCLUDES TOURISM

The community today has looked ahead to the next 10, even 20 years, and this is what it sees:

Los Alamos will continue to have a small town feel, while improving economic vitality will bring significantly more choices for residents in local retail, restaurants, and recreational opportunities. There will be more and varied choices for housing, including senior housing and continuing care, smaller units, and affordable housing. Increased tourism will be a benefit to the community through promotion of diversity and growth of the local economy. The community will eliminate blight. It will protect and enhance open space and trails.

2016 Los Alamos County Comprehensive Plan

TOURISM PLANNING CONTEXT

People from all over the world come to Los Alamos to learn about the WWII Manhattan Project and its place in American and world history, to discover the Ancestral Pueblo culture that thrived in the area for 400 years, and to explore the vast and pristine natural resources of the surrounding area.

Tourism has been a component of the Los Alamos economy for many years. Influenced by the top-secret operations of the Los Alamos National Laboratory (LANL), in the past many potential visitors perceived Los Alamos as gated and not open to them. As more people learn about the history, beauty and attractions of the area, visitation to Los Alamos and White Rock is increasing.

Los Alamos has engaged in multi-faceted tourism marketing and visitor services for many years, increasing efforts in the last five years. In 2012, the New Mexico Tourism Department launched the *New Mexico True* brand. This branding has helped increase visitation and visitor spending throughout New Mexico. From 2012–2015, total visitation to the state increased by 1.45 million (from 32.55 million to 34 million). From 2012–2016, visitor spending increased from \$5.7 billion to \$6.4 billion. In 2016, tourism generated \$642 million in state and local taxes and 92,000 jobs statewide are sustained by visitor spending. These statistics point to the fact that the tourism industry is a growing and sustainable contributor to New Mexico's economy.

In 2015, Los Alamos was designated a New Mexico True destination and regularly hosts the governor, the tourism secretary and the tourism commission at several events each year. This designation has also increased Los Alamos' visibility, since the County is now part of the comprehensive marketing efforts led by the State.

Capitalizing on this, Los Alamos County has been working to manage and enhance their own marketing efforts to position Los Alamos as a tourist destination. The 2016 Comprehensive Plan includes several Council priority goals that relate to enhancing tourism. Implementation of this Tourism Strategic Plan will help the County achieve their goals.

COUNTY COUNCIL PRIORITY GOALS



Operational Excellence



Communication



**Economic Vitality
Financial Sustainability**



**Intergovernmental
Relations**



Housing/Lodging



**Quality Cultural +
Recreational Amenities**



Education



Mobility



**Environmental
Stewardship**

85%

of the 2016 Comprehensive
Plan survey respondents
**support increased
tourism as a driver of
economic development**

The community is the gateway to three National Parks that are within a 5 to 30 minute drive from downtown Los Alamos and White Rock. Each of these parks provides three very different experiences.

Bandelier National Monument showcases the cliff dwellings and cultural history of the Ancestral Pueblo people.

Valles Caldera National Preserve is a vast, natural 90,000-acre, 13-mile wide environmentally rich land with abundant wildlife, created by a volcanic eruption 1.25 million years ago.

The recent addition of the Manhattan Project National Historical Park to the National Park System is expected to bring more visitors to the Los Alamos area. The Manhattan Project National Historical Park explores the history of the top-secret WWII nuclear program. This is further enhanced by the Los Alamos Historical Museum, Fuller Lodge and the Bradbury Science Museum.

Los Alamos has many other natural and built assets that are attractive to tourists and visitors such as the Pajarito Ski Area, Los Alamos Nature Center, miles of hiking/biking/equestrian trails, scenic overlooks, sporting events and festivals.

While many local attractions have the potential to entice visitors, strategically and systematically deciding how to best utilize facilities, enhance amenities and optimize tourism economic development that will benefit the local community and visitors will be critical for the future success of tourism in Los Alamos.



Los Alamos and White Rock are gateways to three National Parks, providing a variety of outdoor activities, cultural attractions and historical learning opportunities.



The Los Alamos Farmers Market, which started in 1970, offers fresh produce and local crafts to market goers every year.

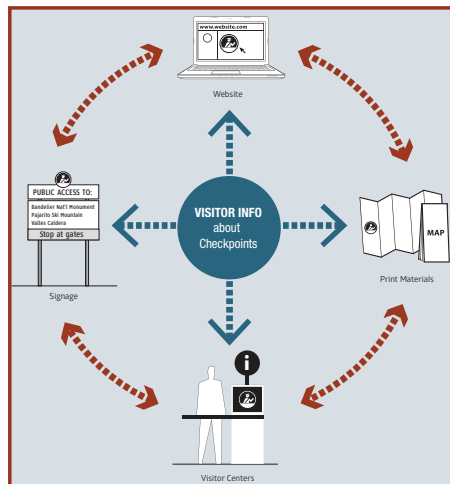


The Bradbury Science Museum offers visitors the chance to explore interactive exhibits, highlighting the Los Alamos National Laboratory's current and historic research projects.

MARKETING, BRANDING + WAYFINDING

As part of the process of managing and enhancing marketing efforts for visitors, the County led branding and wayfinding processes in 2016, which are currently being implemented. These initiatives led to an integrated plan that will provide information to visitors to make it easier for them to find their way around town and learn about what Los Alamos has to offer. These efforts integrate perfectly with the Tourism Strategic Plan, as both are focused on strategic enhancements.

LOS ALAMOS
where discoveries are made



PLACE BRANDING GOAL

To ensure that the entire Los Alamos community understands that Los Alamos is a place that cultivates curiosity and creates “aha!” moments.

The community works together to deliver exceptional experiences that exceed the expectations of residents, businesses and visitors.

TOURISM STRATEGIC PLAN PURPOSE

This Los Alamos Tourism Strategic Plan will help unify ongoing tourism efforts and position the County to optimize tourism economic development for the benefit of the community. It will guide and provide direction to the County and partners when making decisions relating to tourism, community investment, cultural opportunities and physical development.

Ultimately, this plan will help the County and Los Alamos community PROACTIVELY **DEVELOP** AND **MANAGE** TOURISM in order to preserve, enhance and improve this special place "where discoveries are made!"

Los Alamos has an opportunity to leverage its built and natural assets, three National Parks and rich history to create economic diversity and enhance the amazing features of the community. This plan will assist the County in ensuring the long-term enhancement and viability of the built and natural environments, as well as its historical, cultural and scientific heritage.

Implementing the recommendations of this plan, along with other County and community initiatives, will result in an improved visitor experience and enriched quality of life for residents of Los Alamos and White Rock.

"Tourism plays a vital role in diversifying our state's economy. More people visiting New Mexico means more dollars going into our communities..."

New Mexico Governor Susana Martinez

PROJECT TIMELINE



PLANNING PROCESS OVERVIEW

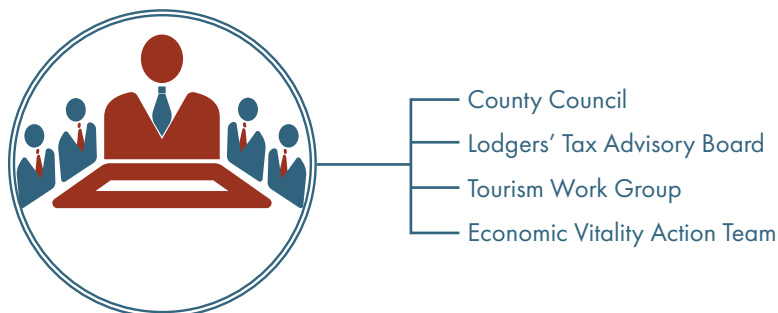
The 2016 Los Alamos County Comprehensive Plan created the foundation for the development of a strategic plan to add tourism as an economic driver. Based on the plan's vision for tourism, an eight month planning process was completed to inform the final Tourism Strategic Plan.

SOURCES OF INPUT

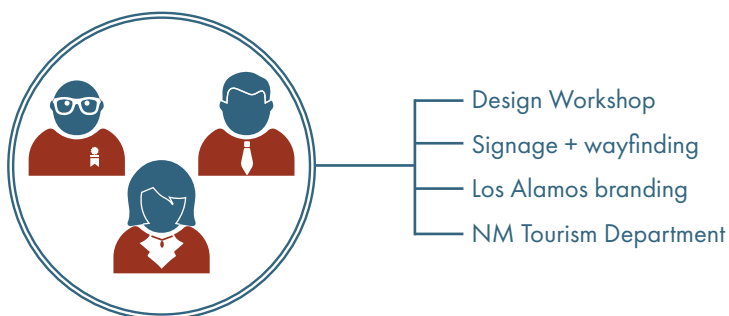
COMMUNITY



LEADERSHIP



INDUSTRY EXPERTISE



TOURISM WORK GROUP

The Tourism Work Group, appointed by the County Council, served as an advisory body to the County Council and planning consultants. The group met eight times throughout the process to help guide plan development, review progress and provide feedback on the status of the plan. The group also ensured that the interests of the community-at-large, as well as tourism stakeholders were considered throughout plan development.

The group included 20 members comprised of representatives of businesses, attractions, local organizations and the community. Three representatives from the National Park Service served as liaisons to the group.

TOURISM STRATEGIC PLAN WEBSITE

A project website was created to provide information about the planning process. Content was updated periodically throughout the project as new information was generated. The website included:

- A description of the project background, process and schedule
- An email link and comment form to collect feedback
- Project documents and downloadable presentation files and notes
- Links to online surveys
- Calendar of public and County Council meetings
- Links to social media and other resources

www.losalamostourismplan.com

FOCUS GROUP MEETINGS

Three Focus Group meetings were conducted to help the planning team understand current conditions and to identify issues for the Los Alamos Strategic Tourism Plan to address. Approximately 80 subject matter experts and community members representing a variety of perspectives were invited to attend and provide their insight. Discussion sessions were organized around the following topics:

- Downtown vitality and visitor services
- Cultural attractions and events
- Recreation attractions and activities

The focus group provided valuable information and perspectives. Three key items that were consistently raised in the discussions, included:

- Numerous ingredients exist for tourism development
- Lack of lodging is an impediment to multi-day visitors
- Some tourist services and facilities deficiencies also negatively impact residents

WEBSITE PAGE EXAMPLES



FOCUS GROUP COMMENTS

"We are a center for world changing history and science"

"Our natural scenery is amazing, vistas are breathtaking"

"So many outdoor activities to participate in"

BASELINE ANALYSIS

The consultant team began reviewing relevant plans and studies to inform their understanding of past and current planning efforts, as well as future community goals. Synthesizing this information with input received at the Strategic Kick-off meeting and the Focus Group meetings, the planning team created a Baseline Analysis report and a Situational Assessment to serve as the analytical foundation for the Tourism Strategic Plan. These reports are available in Volume II of this plan.

A detailed analysis of the current status of aspects impacting tourism was conducted under the following categories:

- Visitor Facilities + Resources
- Institutional Systems
- Market + Economics

SITUATIONAL ASSESSMENT

The baseline analysis identified several factors of importance in defining the direction of this plan to build the local tourism economy:

- Los Alamos has many assets and attractions that create a solid foundation for tourism development. Being a gateway to three National Parks, having a long and rich science history, an unmatched ancient history, outdoor recreation options and stunning scenery are key assets that many communities would love to have.
- Limited accommodations result in Los Alamos being able to primarily serve only day visitors.
- There are limited connections (e.g. trails, signage) between assets and attractions.
- Los Alamos County currently pays for most of all tourism marketing and services for the area.
- The brand “Where discoveries are made!” creates intrigue, can be flexibly applied to many things, and is a solid foundation on which to build the marketing message and deliver a positive experience.
- Based on feedback, the visitor centers provide basic information and need to be experientially improved.
- Today’s tourists expect many dining and shopping options. An increase in visitors will help support extended hours for existing businesses and help develop new businesses.



Public Forum #1 attendees

PUBLIC FORUM #1: VISIONING

The first of two public forums was held on September 6, 2017 to inform the public about the planning process and to give residents, business owners and other stakeholders the opportunity to provide their perspectives, ideas and understanding of the current state of tourism, impacts of tourism, and what they envision for the future of tourism in Los Alamos. Over 100 people attended this visioning session, and 211 people responded to the online survey.

Four alternative scenarios were presented to solicit input from the Tourism Work Group and community to help answer the following questions regarding tourism:

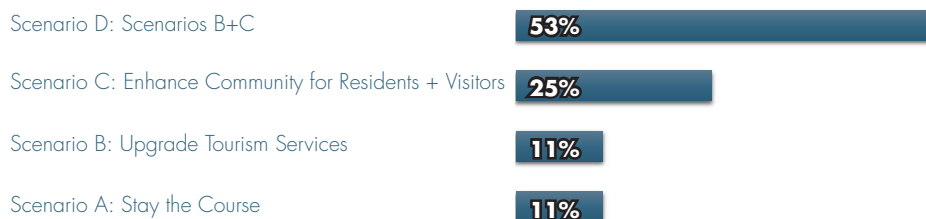
Where are we going? What do we want to do?

These alternative futures explored at the forum were:

- Scenario A: Stay the Course
- Scenario B: Upgrade Tourism Services for Day Visitors
- Scenario C: Enhance Community for Residents + Day & Destination Visitors
- Scenario D: Increase Day Visitors + Target Destination Visitors*

Feedback from this forum was used to gain a deeper understanding of community points of view and values regarding tourism. Based on keypad polling and online survey results, a majority of participants were in favor of utilizing *Scenario D: Increase Day Visitors + Target Destination Visitors* to develop the focus areas and action items for the plan.

Which Scenario do you think best supports the community vision set forth in the Comprehensive Plan?



Public Forum #1 Keypad Polling question

* Destination visitors are overnight visitors

FORUM #1 ELEMENTS

MEETING PURPOSE

- Educate the public about Los Alamos' tourism current conditions and trends
- Present scenarios of optional courses of action to direct tourism efforts
- Gain an understanding of concerns, opportunities, values and needs
- Collect additional ideas or information regarding strategies

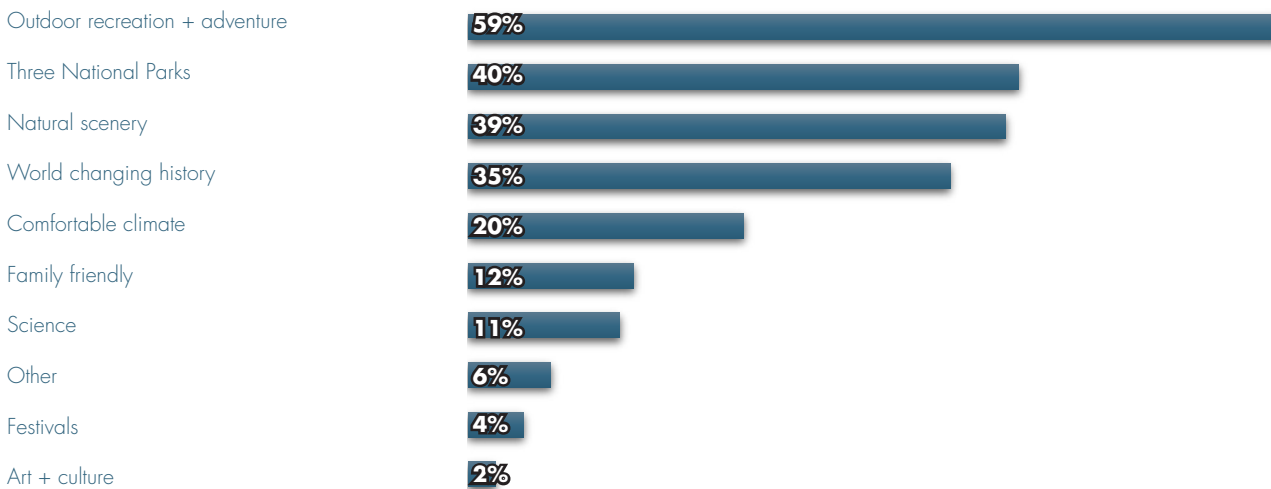
MEETING ACTIVITIES

- Presentation with live keypad polling
- Postcards telling a friend why they should visit Los Alamos
- Comment Cards
- Online survey posted for those who could not attend in person

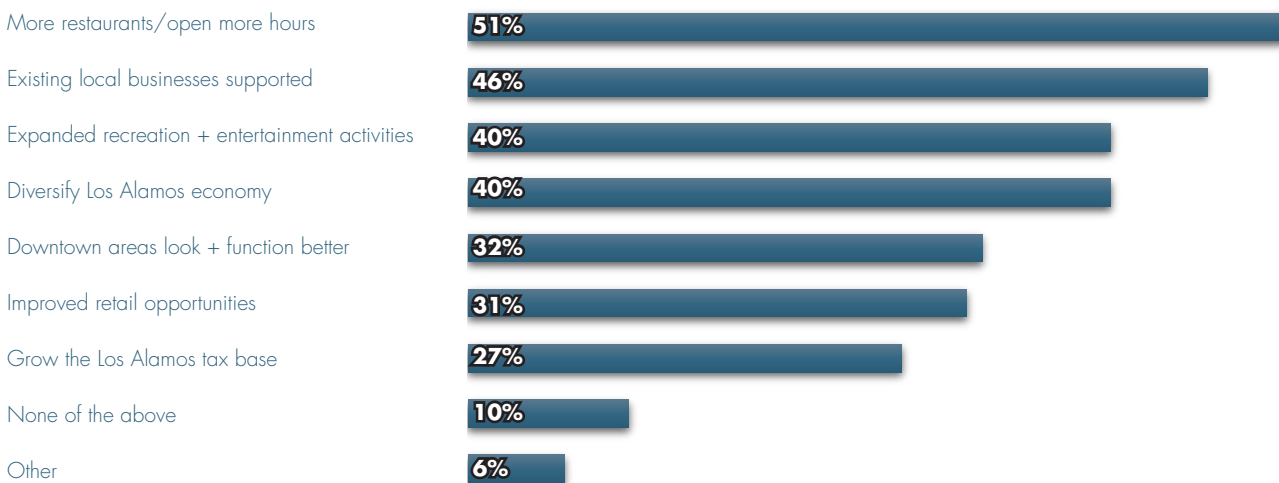
LIVE KEYPAD POLLING + ONLINE SURVEY RESULTS

Seventeen questions were asked during the presentation and participants at the meeting shared their responses via keypad polling. With this technology, everyone attending the meeting could see the results in real time. Those who did not attend the meeting were able to respond via online survey. Below are the combined results for three key questions.

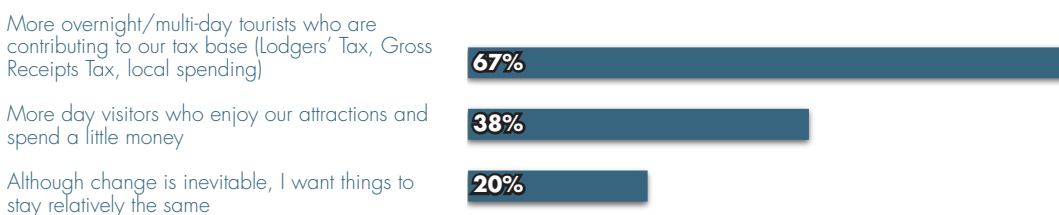
What might you tell a friend are the top two reasons to visit Los Alamos?



What are the most important outcomes for the community if the County implements an improved tourism plan?



In five years, what would you like to see related to tourism?



PUBLIC FORUM #2: INFORM

A second public forum, held on November 8th, 2017, gave residents, business owners and other stakeholders the opportunity to learn about the direction of the Tourism Strategic Plan and comment on the four focus areas and various goals derived from this input.

Attendees were given the opportunity to provide feedback and ideas for potential action items under the four focus areas that will frame the plan recommendations.

CHOSEN COURSE OF ACTION

Tourism as an economic driver in Los Alamos County will be achieved by attracting day and destination visitors. This option benefits both the local community and visitors by providing the elements necessary to create the appropriate infrastructure to accommodate both day visitors and overnight visitors.

Four Tourism Focus Areas will guide the development and implementation of a series of near-, mid- and long-term tourism action items for the Los Alamos community, which are discussed in detail in Chapters 3 and 4.

TOURISM FOCUS AREAS



CREATE & MARKET AN INVITING COMMUNITY



INCREASE THE CAPTURE OF VISITOR DOLLARS



ENRICH OUR NATURAL BEAUTY, ATTRACTIONS & DOWNTOWNS



OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT & PARTNERSHIPS

FORUM #2 ELEMENTS

MEETING PURPOSE

- Provide an update on plan progress to date
- Provide an opportunity for the public to provide input on plan focus areas and action items

MEETING ACTIVITIES

- Presentation with live keypad polling
- Exhibit boards detailing action items under each of the four focus areas
- Mapping exercise
- Comment cards





Exploring Alcove House at Bandelier National Monument
Photographer: Leslie Bucklin

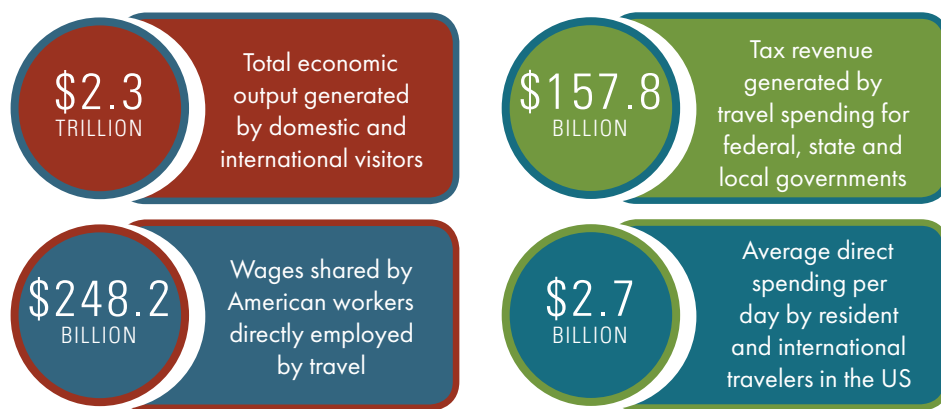


2.TOURISM TODAY IN LOS ALAMOS

NATIONAL TRAVEL + TOURISM TRENDS

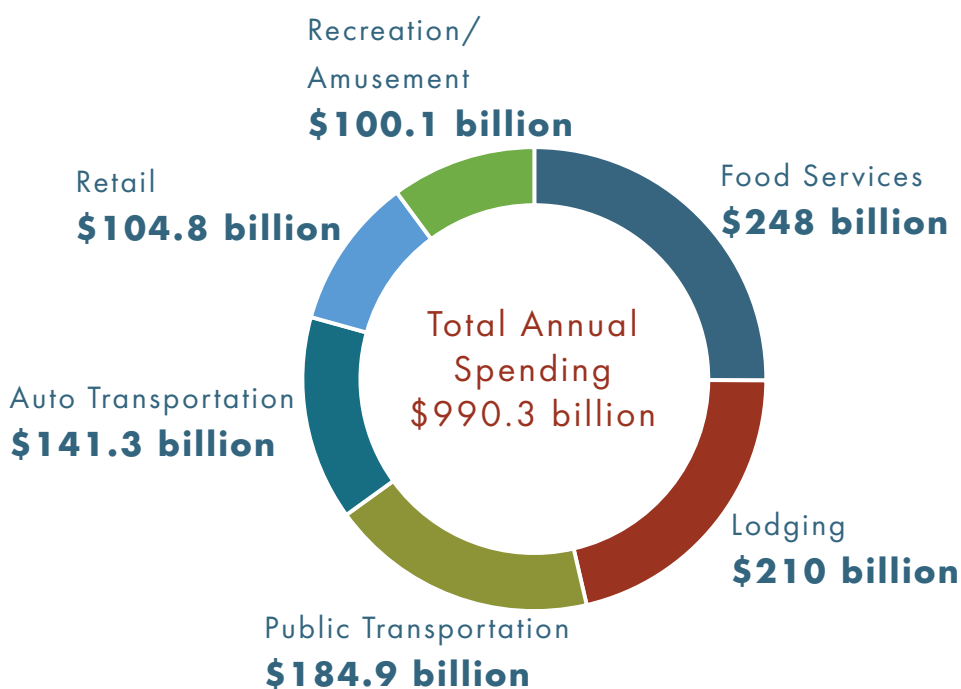
The tourism industry is a growing and sustainable contributor to the economy throughout the United States. The total contribution of travel and tourism to GDP was 8.1 percent in 2016. Understanding national tourism trends can help Los Alamos anticipate changes, look to the future and capitalize on opportunities to enhance tourism locally.

TRAVEL INDUSTRY IMPACT



U.S. TRAVEL SPENDING

(includes leisure + business travel)



JOB CREATION

- In 2016, travel and tourism directly supported 5,486,000 jobs (3.6% of total employment). This is expected to rise to 7,074,000 jobs in 2018 (4.3% of total employment).
- 15.3 million jobs (direct + indirect and induced) are supported by travel in the U.S. – 8.6 million (approximately 78%) of these are directly supported



2016 TRAVEL + TOURISM TRENDS

Major trends that impacted the industry in 2016 include:

- Alternative accommodations (e.g. Airbnb)
- Travel agents and packaged travel increasing in popularity because there are too many choices for potential travelers to sift through on their own
- Interest in 'unplugging' when traveling and getting away from technology

TOP 5 U.S. LEISURE ACTIVITIES

- Visiting relatives
- Shopping
- Visiting friends
- Fine dining
- Rural sightseeing

U.S. TRAVEL MARKET



STATE + REGIONAL TOURISM

New Mexico's economic pillars are its natural resources, tourism, retail trade and federal government spending. The tourism industry is a growing contributor to New Mexico and Los Alamos economies. As visitation continues to increase, the community will benefit from tourists' economic contributions.

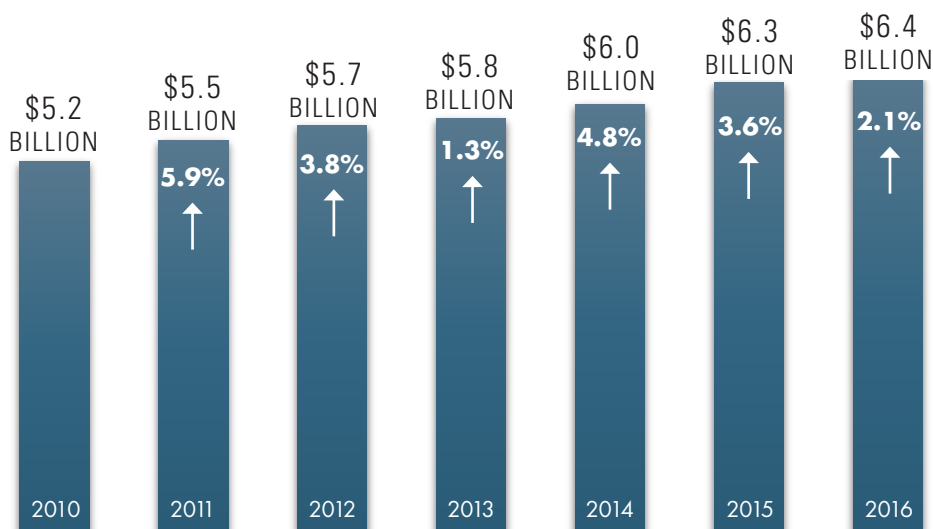
STATE TOURISM STATISTICS

NEW MEXICO VISITATION SETS RECORD IN 2016



NEW MEXICO VISITOR SPENDING: 2010 - 2016

The three largest sectors for visitor spending in New Mexico in 2016 were: Lodging (31%); Food + Beverage (23%); Retail (17%)



New Mexico Tourism Department, 2016 Annual Report
+ Nov 16, 2017 Website Press Release

TOP 5 NM VISITOR ACTIVITIES

- Shopping
- Visiting Landmark/historic site
- Fine Dining
- Visiting National/State park
- Visiting a museum

New Mexico Tourism Department,
Visitor Profile 2014-2015

OUT OF STATE VISITORS

In 2016, approximately **24 million tourist trips, or 70% of all trips**, in New Mexico were made by out-of-state visitors

New Mexico hits tourism record,
Albuquerque Journal, July 6, 2017

HOUSEHOLD TAX OFFSET

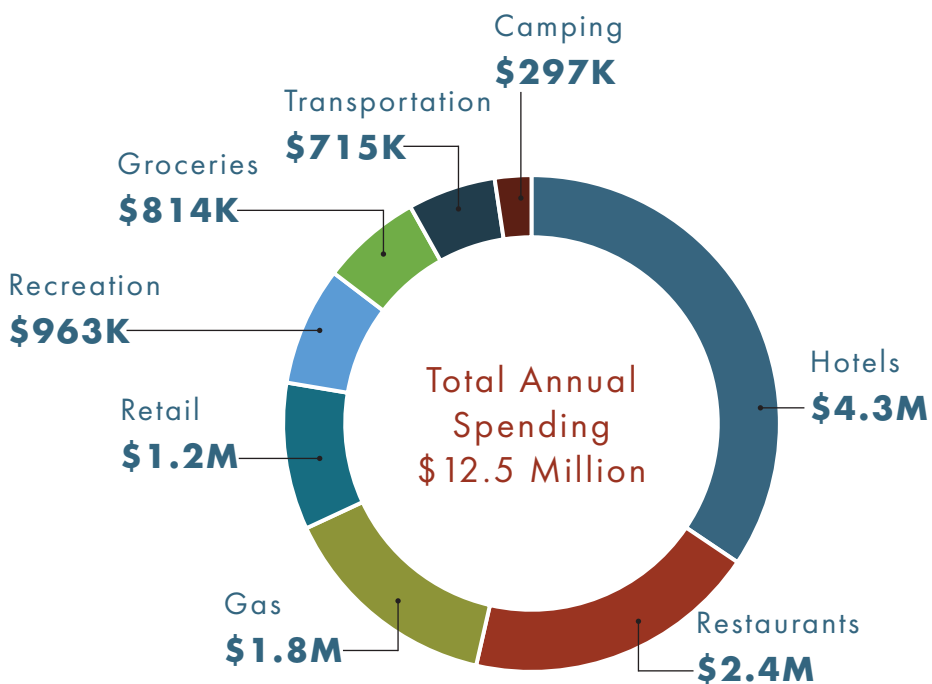
Direct visitor spending in 2016 **offset the household tax burden by \$841**

New Mexico Tourism Department:
New Mexico True Website
Nov 16, 2017

REGIONAL TOURISM STATISTICS: NATIONAL PARKS

BANDELIER NATIONAL MONUMENT VISITORS SPEND MONEY IN LOCAL GATEWAY REGIONS

In 2016, 198,500 park visitors spent approximately \$12.5 million in local gateway regions while visiting Bandelier National Monument. This added \$15.8 million in economic output to local gateway economies.



VALLES CALDERA NATIONAL PRESERVE

In 2016, Valles Caldera experienced a ten percent increase in visitors over 2015, attracting approximately 50,000 people.

MANHATTAN PROJECT NATIONAL HISTORICAL PARK

The National Park Service estimates 10,000 people visited the new Manhattan Project National Historical Park in 2016 and visitors spent a total of \$728,000 in local gateway regions.

NATIONAL PARK LOCAL GATEWAY REGIONS

Gateway Regions are the areas directly surrounding National Park Service sites - typically within 60 miles

Gateway economies include the cities and towns where visitors typically stay and spend money while visiting NPS sites.

In New Mexico, total visitor spending in National Parks local gateway regions has risen from \$81.1 million in 2012 to \$108.4 million in 2016, a 34% increase.

This spending has ripple effects outside of the parks. Jobs, labor income, value added and economic output throughout the state have directly benefited from this spending.

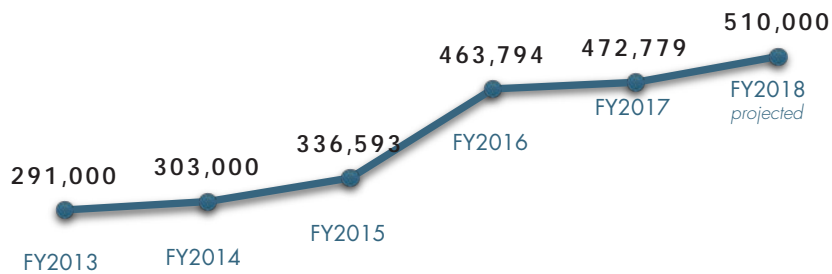
National Park Service website: www.nps.gov/subjects/socialscience/vse.htm; 2016 Visitor Spending Effects Report

Capitalizing on the fact that Los Alamos is a gateway to three national parks is a critical way to promote tourism. Lodging accounts for the largest share of park visitor spending. The County has a tremendous opportunity to capture more visitor dollars and support local businesses as park visitation increases.

LOS ALAMOS TOURISM

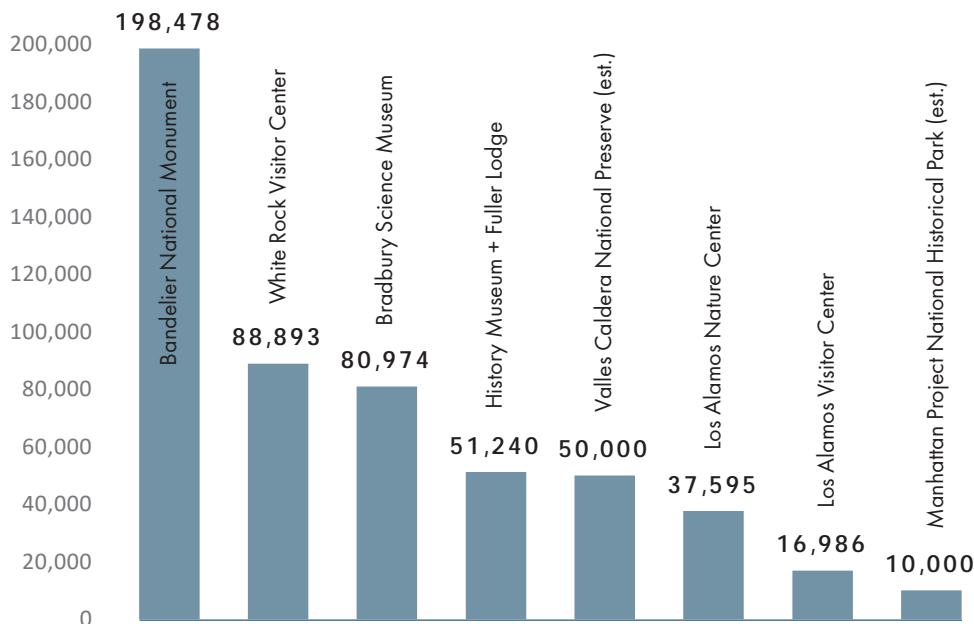
TOURIST VISITS TO LOS ALAMOS

Tourist visits to Los Alamos have been on the rise since 2013. With the recent addition of the Manhattan Project National Historical Park, visitor numbers are projected to increase even more, making it a good time to strategically think about how to manage these visits, maximize economic returns, and provide experiences that bring people back.



2016 VISITATION STATISTICS: ATTRACTIONS

Bandelier National Monument continues to be the most visited attraction near Los Alamos. Many visitors to Bandelier and Valles Caldera do not travel to downtown Los Alamos or other attractions.



Discover Los Alamos meeting & visitor bureau + Visitors Bureau Data; LACDC

DAY TRIPPERS

82 out of 100 visitors surveyed reported they visited Los Alamos for less than a day.

Discover Los Alamos meeting & visitor bureau + visitor bureau June 2017 Report

VISITOR ACTIVITIES

Los Alamos has **3 of the top 5 activities** visitors in NM engage in:

- #2: Landmark historic sites
- #4: National Parks
- #5: Museums

(#1: Shopping, #3: Fine Dining)

New Mexico Tourism Department 2016 Visitor Profile

VISITLOSALAMOS.ORG

Under the "Plan Your Visit" tab on the Visit Los Alamos website, visitors looking for things to do, find Interests categorized in the following way:

- Ancient History
- Los Alamos Heritage
- Science + Technology
- Sports + Recreation
- Arts + Culture

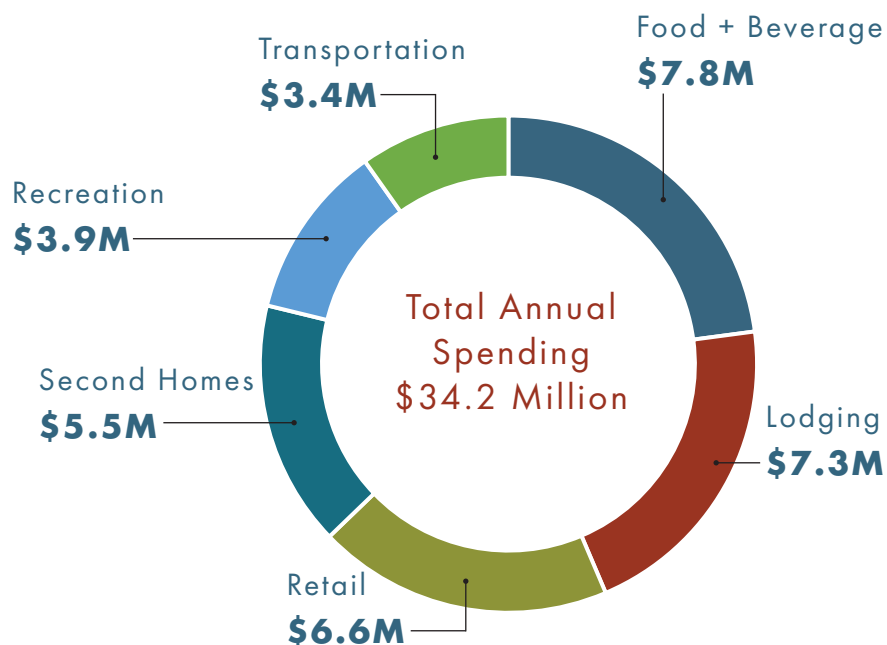
175,354

Visit Los Alamos webpage views in FY2017 versus 42,500 in FY2016

LOS ALAMOS VISITOR SPENDING

LOS ALAMOS' DIRECT REVENUE FROM VISITOR SPENDING

In 2015, visitors to Los Alamos spent \$7.1 million on lodging, \$7.8 million on food/beverage, \$6.6 million on retail, \$3.9 million on recreation, and \$3.4 million on transportation. In total, visitors spent \$34.2 million, up 10.6% from 2014. Currently, the majority of lodging demand comes from LANL related business travel.



POWER OF THE VISITOR DOLLAR

As visitation to Los Alamos increases, so does the amount of money visitors spend in the community. If the number of overnight visitors increases the economic impact can be significant. This spending has both direct and indirect impacts in terms of County revenue, jobs generated, and infrastructure improvements that benefit both visitors and residents.

LOS ALAMOS VISITOR IMPACT TOURISM EMPLOYMENT

TOURISM EMPLOYMENT			
Year	Direct	Total (Direct, Indirect Induced)	County Tourism Dependence
2015	353	896	5.9%
2014	331	792	5.1%
2013	345	823	5.1%
2012	366	909	5.4%

*New Mexico Tourism
Department Economic Impact of
Tourism in New Mexico 2015
Analysis, July 2016: Tourism
Economics*

DISCOVER LOS ALAMOS MEETING & VISITOR BUREAU

According to the Discover Los Alamos meeting & visitor bureau monthly report for June 2017, visitors came most often from the following locations:

New Mexico Cities:

- Albuquerque
- Alamogordo
- Belen
- Espanola
- Farmington
- Las Vegas
- Rowe
- Santa Fe
- Taos
- Truth or Consequences

States:

- Arizona
- California
- Colorado
- Florida
- Ohio
- Oregon
- Pennsylvania
- Texas
- Washington State

Countries:

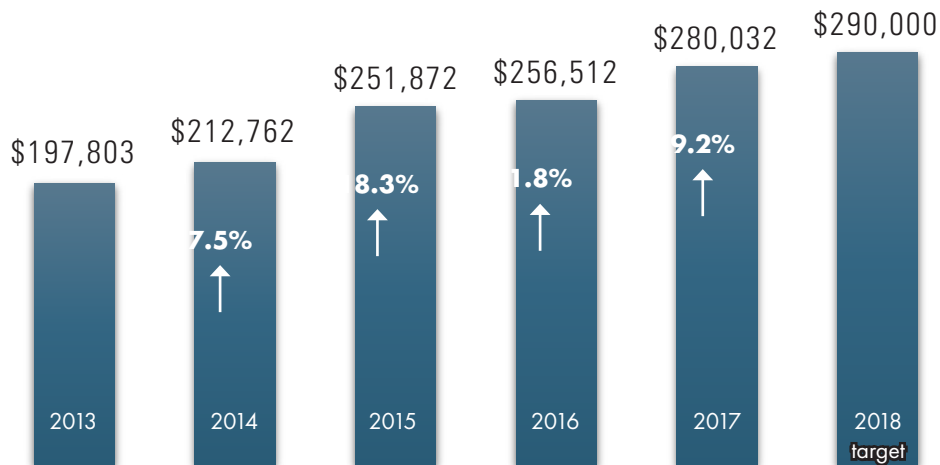
- Australia
- British Columbia
- Canada
- England
- Japan
- Netherlands

HOW VISITORS CONTRIBUTE TO LOS ALAMOS COUNTY REVENUE

Direct economic impact from tourism to Los Alamos County revenue comes from the Lodgers' Tax and Gross Receipts Tax.

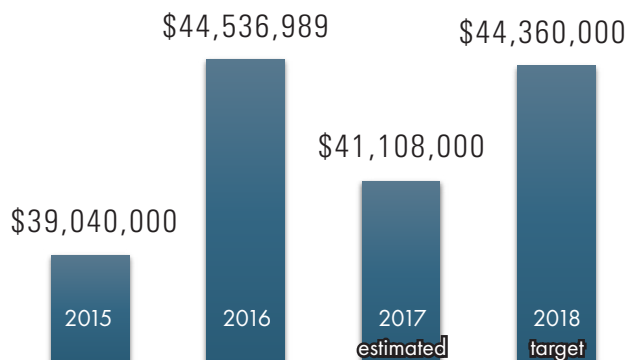
LODGERS' TAX REVENUES

Lodgers' Tax is a tax charged to people using commercial, short-term lodging accommodations. This tax revenue must be used for advertising, publicizing and promoting tourist attractions and facilities in and around Los Alamos County. Lodgers' tax revenues have been increasing since 2013. In 2017, revenues increased approximately 9% from 2016, despite a decrease in number of available hotel rooms.



GROSS RECEIPTS TAX REVENUES

Gross Receipts Tax (GRT) is imposed on businesses on the sale of goods and services. Both residents and visitors are subjected to this tax. It accounts for 67 percent of the total General Fund budgeted revenues for Los Alamos County. For the last six months of 2017, the GRT rate for Los Alamos was 7.31 percent. Most GRT revenue comes from LANL. Rates in New Mexico run from 5.50 to 9.25 percent.



NEW MEXICO LODGERS' TAX COLLECTION

Lodgers' Tax Receipts by County for FY2015-2016:

- Santa Fe: \$385,103
- Taos: \$332,269
- Los Alamos: \$256,512
- Eddy: \$76,644
- Rio Arriba: \$67,053
- Grant: \$63,928
- Lincoln: \$49,066
- San Miguel: \$29,828
- Sandoval: \$13,678
- Sierra: \$5,553
- Luna: \$2,755
- Socorro: \$2,334

Los Alamos County 2018 Biennial Budget - Proposed; Lodgers' Tax Report FY2016, State of New Mexico Finance + Administration; Gross Receipts Tax Rates Schedule, State of New Mexico Taxation & Revenue Dept.

LOS ALAMOS HOTEL OCCUPANCY

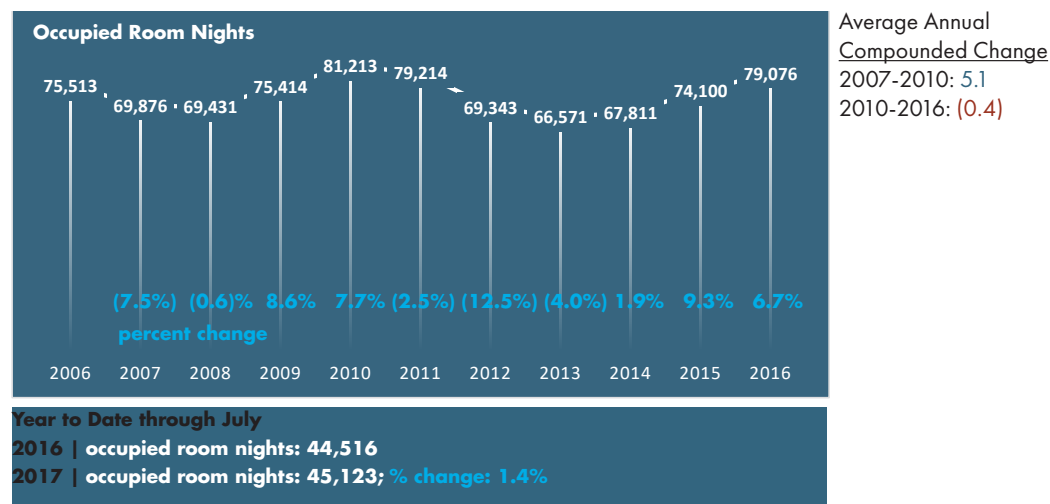
Four hotels and two bed and breakfast establishments compose the stock of lodging inventory in Los Alamos with 238 rooms. Recreational vehicle and campground locations are provided near the National Parks. Historically, hotel occupancy rates within Los Alamos have ranged from 50.9% to 73.6% and the average daily rate has trended upward. By comparison, the U.S. hotel industry reports a 65.7% average occupancy rate in 2017, and New Mexico a 63.5% average occupancy rate*.

Occupancy first peaked in 2006 when a new entity assumed management of Los Alamos National Laboratory (LANL), resulting in significant temporary demand by LANL contractors and visitors. The lowest occupancy rates between 2008–2013 are a result of the national recession and wildfires in 2011 that caused evacuation of the town and destruction of a portion of Bandelier National Monument that was again impacted by flooding in 2013.

Increases in occupancy have occurred since that time, despite the closures of Hilltop House Hotel and Motel 6. The increases are attributed to growth at LANL, new national parks in the area, the “New Mexico True” marketing campaign, and overall strong economy.

Year-to-date 2017 data illustrate continued strengthening in occupancy and a roughly \$4 gain in average rate. A portion of demand related to LANL and nearby recreational offerings is reportedly diverted from this market and typically stays in Santa Fe.

LOS ALAMOS HOTEL HISTORICAL SUPPLY + DEMAND TRENDS (STR)



NEW MEXICO HOTEL OCCUPANCY JAN-JUNE 2017

Albuquerque

- Room Nights Available: 239,991
- Occupancy: 64.6%

Santa Fe

- Room Nights Available: 109,622
- Occupancy: 64.4%

Las Cruces

- Room Nights Available: 31,021
- Occupancy: 64.0%

Southeast NM

- Room Nights Available: 27,150
- Occupancy: 67.9%

Farmington

- Room Nights Available: 26,871
- Occupancy: 59.3%

Taos

- Room Nights Available: 19,695
- Occupancy: 54.0%

Other NM

- Room Nights Available: 27,602
- Occupancy: 55.9%

Los Alamos

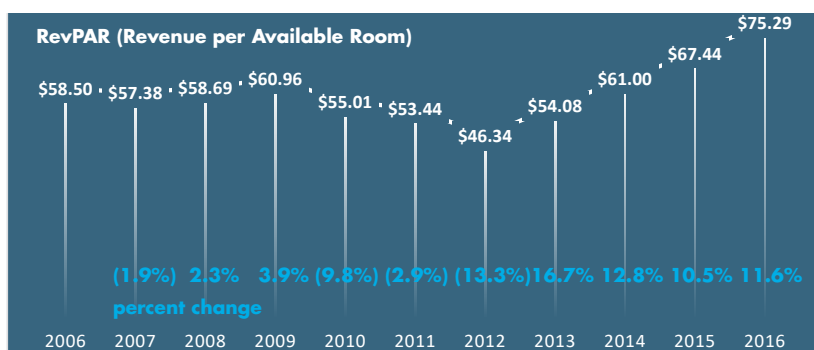
- Rooms Nights Available: ~8,934
- Occupancy: 73.6%

* Rocky Mountain Lodging Report, June 2017



Average Annual
Compounded Change
2007-2010: 1.5
2010-2016: 1.4

Year to Date through July
2016 | occupancy: 71.4%; average rate: \$100.54
2017 | occupancy: 72.2%; average rate: \$104.36; % change: 3.8%



Average Annual
Compounded Change
2007-2010: (1.4)
2010-2016: 5.4

Year to Date through July
2016 | RevPAR: \$71.81%
2017 | RevPAR: \$75.30; % change: 4.9%

Hotels Included in Sample on Next Page	Competitive Status	# of Rooms	Year Affiliated	Year Opened
Homewood Suites Santa Fe North *	Secondary	81	Feb '05	Feb '05
Holiday Inn Express + Suites Los Alamos Entrada	Primary	86	Nov '09	Nov '09
Hampton Inn Suites Los Alamos	Primary	73	Dec '02	Dec '02
Comfort Inn + Suites Los Alamos	Primary	55	Oct '09	Dec '97

*Note: Homewood Suites is located in Santa Fe County

STR DATA LIMITATIONS

*It is important to note some limitations of the STR data. Hotels are occasionally added to or removed from the sample; not every property reports data in a consistent and timely manner.

These factors can influence the overall quality of the information by skewing the results, and these inconsistencies may also cause the STR data to differ from the results of our competitive survey.

Nonetheless, STR data provide the best indication of aggregate growth or decline in existing supply and demand; these trends have been considered in our analysis. Opening dates, as available, are presented for each reporting hotel in the graphs to the left.

LOS ALAMOS TRANSPORTATION

Like many mountain communities, access to Los Alamos is relatively limited. Two state roads (NM4 and NM 502) provide entry to Los Alamos and White Rock, in a loop formation connecting both communities. NM 502 connects Los Alamos with US 84/285, leading to Santa Fe. The Los Alamos County airport supports recreational aviation and does not handle commuter or domestic travel flights. The closest locations for commercial flights are the Santa Fe and Albuquerque airports.

Once visitors arrive, Los Alamos County's Atomic City Transit operates public transit throughout Los Alamos, connecting to White Rock and Bandelier National Monument. Free bus service is provided from 6am to 8pm Monday to Friday on seven routes. This includes a downtown circulator trolley providing service in Los Alamos every 30 minutes, with peak service provided every 15 minutes mid-day. However, transit does not operate during prime visitor hours on weekends. The Los Alamos Comprehensive Transit Study produced in 2015 concluded that it is not viable to extend service to the weekends due to lack of demand from the main ridership of workers and students.

Los Alamos currently has three dedicated bicycle lanes. Right-of-way stripes are painted on Central Avenue, one of the town's main arterial roads. White Rock also has dedicated bicycle lanes and offers a multi-use trail. The Canyon Rim Trail, located approximately 1.8 miles from downtown Los Alamos, is a 2.7 mile asphalt surface multi-use trail for all skill levels. The Canyon Rim Trail provides an out and back option for hiking, nature trips, birding and mountain biking. It connects several mountain bike and multi-use trails in the area.

Sidewalks are available for visitors, and the downtown Los Alamos Historic Walking Tour provides a self-guided activity that promotes walking. While it is possible to walk to many of the attractions in downtown Los Alamos, distances between destinations can be long for visitors. There are several parking lots available to visitors, but they are spread out and signage could be improved.

ATOMIC CITY TRANSIT TROLLEY

Atomic City Transit operates a downtown circulator trolley that provides service every 30 minutes, Monday–Friday, from 6:15am– 7:13pm.

Peak services is provided every 15 minutes, Monday–Friday, from 11:00am–12:58pm.



The trolley operating in winter months.

ISSUES + OPPORTUNITIES

Los Alamos is at a crossroads. Visitors are coming. The community can let tourism happen to them or they can be strategic in driving the type of visitors and economic impact desired.

- Los Alamos has many assets and attractions that create a solid foundation for tourism development. Being a gateway to three National Parks, having a long and rich science history, an intriguing ancient history, outdoor recreation options and stunning scenery are key assets that many communities would love to have.
- Limited accommodations result in Los Alamos being able to primarily serve only day visitors.
- There are several well-used multi-use trails in Los Alamos and White Rock that residents and visitors use for walking, hiking, mountain biking and horseback riding. Improvements to existing trails, better connections between all trails and additions can help enhance the trail system.
- Los Alamos County and the Lodgers' Tax pays for most of all tourism marketing and services for the area.
- The new Los Alamos brand "Where discoveries are made!" creates intrigue, can be flexibly applied to many things, and is a solid foundation on which to build the marketing message and deliver a positive experience.
- Today's tourists expect many dining and shopping options. An increase in visitors will help support extended hours for existing businesses and help develop new businesses.

This Tourism Strategic Plan provides tactics Los Alamos County can use to leverage the community's strengths and begin to implement the infrastructure necessary to increase the impact of tourism as an economic driver.

PUBLIC FORUM #2 MAPPING EXERCISE

Participants at the second public forum were asked to place green dots in areas of Los Alamos and White Rock that currently work well for both residents and visitors and red dots in areas where improvements need to be made on large print versions of the visitor maps (shown on the facing page).

The dots indicate that people appreciate the close proximity of amenities in downtown Los Alamos, but recognize that connections to both Pajarito Mountain and White Rock could be improved. Dots also indicate that the trails in White Rock need improvement and better trail connections would be beneficial to the community.



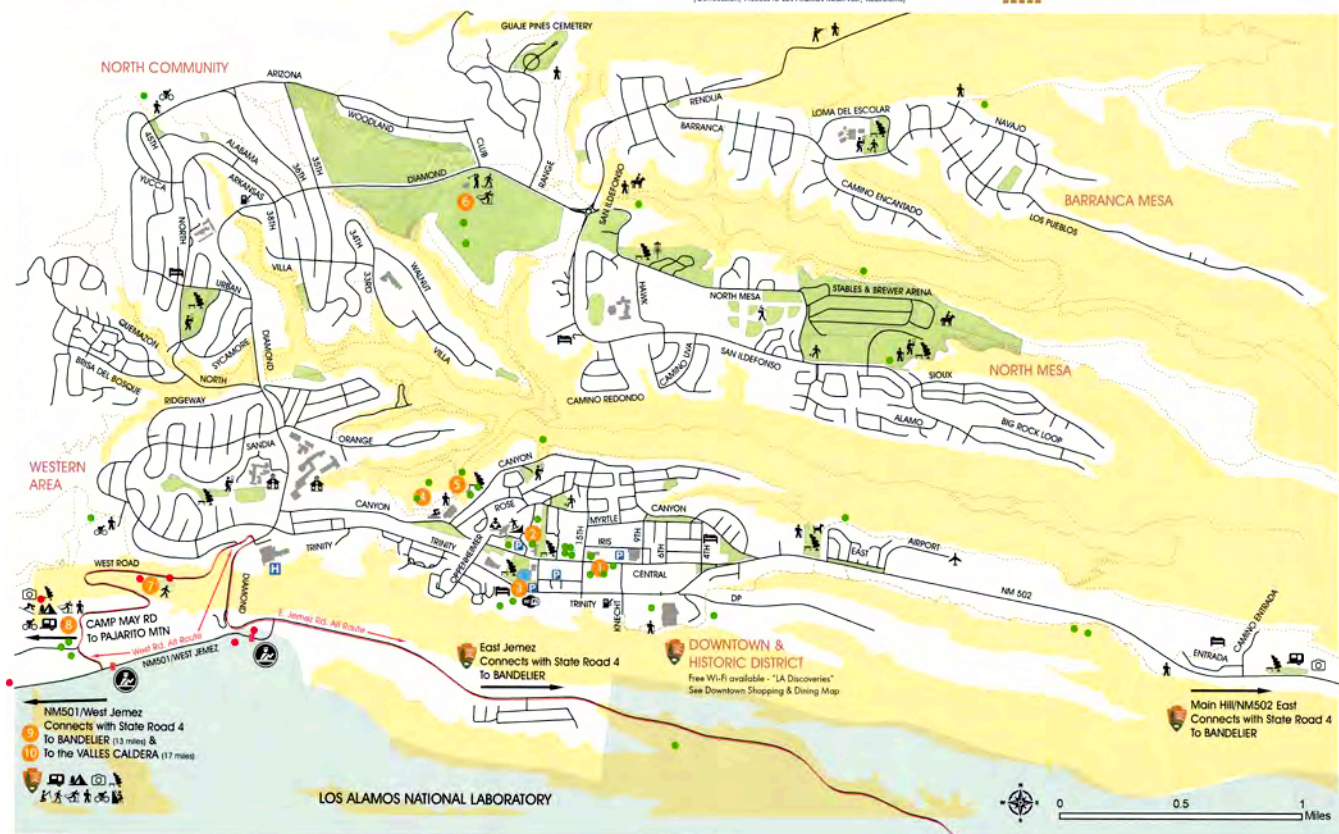
LOS ALAMOS TOWNSITE

LOCATED:
33 miles NW of Santa Fe (45 min)
64 miles SW of Taos (84 min)
97 miles N of Albuquerque (95 min)

- 1 Bradbury Science Museum
(Gift Shop, Bus Parking, Restrooms)
- 2 Los Alamos History Museum Campus
(Gift Shop, Guided Tours, Picnic Area, Restrooms)
- 3 Manhattan Project National Historical Park
(Visitor Center, Guided Tours, Bus Drop-Off, Picnic Area, Restrooms)

- 4 Larry R. Walkup Aquatic Center
(Olympic-size Pool, Therapy Pool, Restrooms, Trailhead)
- 5 Los Alamos Nature Center
(Planetarium, Gift Shop, Restrooms, Guided Tours, Picnic Area)
- 6 Los Alamos County Golf Course
(Golf Shop, Restaurant, Bus Parking, Restrooms)
- 7 Los Alamos County Ice Rink
(Concession, Access to Los Alamos Reservoir, Restrooms)

- 8 Pajarito Mountain
(Cafe, Ski Hill, Camping, All-Season Recreation, Restrooms)
- 9 Bandelier National Monument
(Visitor Center, Gift Shop & Bookstore, Concession, Guided Tours, Camping, Restroom)
- 10 Valles Caldera National Preserve
(Visitor Center, Gift Shop, Guided Tours, Camping, Fishing, Restrooms)



- 1 White Rock Visitor Center & RV Park and White Rock Branch Library
(Visitor Center, Bandelier Shuttle, Picnic Area, Restrooms, RV Park, Library, Playlot, Skate Park, Disc Golf)
- 2 Overlook Park Complex
(Sports Fields, RC Cars Track, Dog Park, Overlook, Picnic Area, Restrooms)
- 3 Los Alamos Townsite
(Shopping/Dining/Lodging, Golf, Pool, Nature Center, Ski Hill, Ice Rink)
Manhattan Project National Historical Park & Bradbury Science Museum
Los Alamos History Museum Campus
(Visitor Centers, Gift Shops, Guided Tours, Bus Drop-Off, Picnic Areas, Restrooms)

SR4 To BANDIELIER (8 miles) &
To the VALLES CALDERA (24 miles)

- 4 Bandelier
National Monument
(Visitor Center, Gift Shop,
Concession, Guided Tours, Camping)
- 5 Valles Caldera
National Preserve
(Visitor Center, Gift Shop,
Guided Tours, Camping, Fishing)



Los Alamos + White Rock visitor maps



Buying fresh vegetables at the Los Alamos Farmers Market
Photographer: Vint Miller



3. STRATEGIC DIRECTION



The iconic Fuller Lodge
Photographer: Vint Miller

FOCUS AREAS

INTRODUCTION

Encouraging and supporting the Los Alamos tourism economy has been an evolving effort, with the public and private sector participating on both a local and regional scale. The Tourism Strategic Plan addresses and calibrates these efforts under four areas of focus. It is not a comprehensive wish list, but instead provides a strategic and clear path to direct efforts for the next decade.

The Focus Areas are:



1 | **CREATE & MARKET** AN INVITING COMMUNITY



2 | **INCREASE** THE CAPTURE OF VISITOR DOLLARS



3 | **ENRICH** OUR NATURAL BEAUTY, ATTRACTIONS & DOWNTOWNS



4 | **OPERATE** WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT & PARTNERSHIPS

Each of the Focus Areas includes the following:

- **GOALS:** broad, primary outcomes
- **STRATEGIES:** approaches to achieve goals
- **TACTICS:** tools used or steps to take in pursuing strategies

Tactic Timeframes:
NT = Near Term (0 - 3 years)
MT = Mid Term (3 - 5 years)
LT = Long Term (5 - 10 years)

Key priorities are addressed in Chapter 4, which describes near-term actions and includes probable costs and potential funding sources for each action.

LANL

Los Alamos National Laboratory (LANL) is the primary economic contributor to Los Alamos.

The County should continue to serve the needs of LANL and not do anything that puts their significant economic contribution to the County at jeopardy.





1 | CREATE & MARKET AN INVITING COMMUNITY

INTENT

The Strategic Tourism Plan provides the opportunity to examine how Los Alamos tourism marketing is perceived by potential visitors, evaluate its effectiveness in reaching people, and understand how information meets their needs. It is also the opportunity to examine the impressions a place and the local community make on visitors. Visitors are already coming to Los Alamos, mostly for the three National Parks. Los Alamos could better capture the benefits of being a gateway community by giving attention to the impressions formed prior to arrival and experiences of these guests.

The three strongest components of Los Alamos' tourism offerings are science, history and outdoor recreation. Focusing on building and enhancing these three aspects is essential to the near and mid-term outlook, before stretching tourism marketing efforts to other aspects that visitors enjoy, such as the arts, music, team sports, western lifestyles, shopping and specific family-oriented attractions. Los Alamos has a strong collection of attractions and the creation of additional attractions should not be the first priority. Rather, making improvements to existing attractions and visitor services should be the primary focus for improved experiences.

DESIRED OUTCOME

Improve trip planning, increase hotel booking, improve first impressions, provide visitor conveniences, and increase repeat visitation.

GOAL 1.1 FOCUS OUR MARKETING EFFORTS TO REFLECT OUR COMMUNITY TO TARGETED VISITORS

FOCUS ON MARKETING 'SCIENCE, HISTORY AND OUTDOOR RECREATION' AS THE THREE CORE DESTINATION ASPECTS OF LOS ALAMOS

- Provide specific marketing to visitors at the three National Parks to showcase the primary science, history and outdoor recreation attractions in Los Alamos County, as well as hospitality services. Marketing methods include: providing information on NPS shuttles, educating NPS visitor contacts about offerings and hours, and providing information on websites in which National Park visitors plan their trips. (NT)
- Create a promotional video to showcase science, history and outdoor recreation activities and events in Los Alamos County. (NT)
- Work with Pajarito Environmental Education Center (PEEC) to develop local films about nature, history and outdoor recreation to show at the Planetarium. (NT)
- Create targeted marketing to science aficionados and people curious about science with the promotion of ScienceFest. Honoring contemporary scientific discoveries could also be a way to build the reputation of the festival beyond the immediate region. (NT, MT)
- Promote the Los Alamos Trails app to visitors (before they arrive and while they are visiting). (NT)

IMPROVE LOS ALAMOS TOURISM AND HOSPITALITY WEB AND SOCIAL MEDIA PRESENCE AND IDENTIFY WAYS TO MAXIMIZE EXPOSURE TO TARGET MARKETS

- Implement or contract work to improve the function and appeal of the *visitlosalamos.org* website and social media platforms including the following:
 - Redesign the website to highlight science, history and outdoor recreation attractions and events. (MT)
 - Incorporate a promotional video(s) into the website. (NT)
 - Improve the calendar of events website feature to highlight categories of interest (e.g. science, history, outdoor recreation). Add a search engine so visitors can identify events of interest to them. Two-way link the calendar to other regional and state visitor calendars. (NT)
 - Implement the Wayfinding Tools recommendations for technology integration, such as map features, apps and kiosks to communicate information. Update online maps and website information to include communication of public parking locations and attraction information linked to common navigation websites/apps. (NT, MT)
 - Prepare an analytical report of Los Alamos tourism web and social media tracking for monthly evaluation. (NT)
- Improve Los Alamos' presence within New Mexico True online opportunities by requesting the following changes:
 - Add the three National Parks and Los Alamos features along with a promotional video to the North Central region website. (NT)

- Utilize aspects of the Los Alamos visitor guide and website to update the descriptions and resources on the New Mexico True website. (NT)
- Replace the photographs of Los Alamos with higher quality images that promote science, history and outdoor recreation offerings. (NT)
- Feature more Los Alamos attractions within the New Mexico True topical areas such as outdoor adventures, trails and festivals. (NT)
- Provide photography for the New Mexico True Instagram feed. (NT)

ENHANCE REGIONAL MARKETING EFFORTS

- Implement New Mexico True branding and marketing opportunities and develop content to provide to the New Mexico Department of Tourism. (NT)
- Designate an "Atomic Trail" route (starting at 109 East Palace in Santa Fe and terminating at Fuller Lodge) to include on the New Mexico True website. (MT)
- Market Los Alamos as a home base to stay while exploring nearby retreats and other areas of interest (Jemez Springs, Abiqui, Ojo Caliente). (NT)
- Leverage marketing dollars with participation in Northern New Mexico Air Alliance. (NT, MT)
- Strategically place print tourism information materials where visitors are planning trips to encourage them to extend their stay. (NT)
- Market and coordinate with local, regional and national tour operators and travel agencies. (NT, MT)

- Expand marketing to National Park Service tourists to increase awareness of, and drive visitation to, the many amenities in Los Alamos. (NT)
- Create marketing partnership with Heritage Hotel and Resorts or similar boutique hotel family of properties, encouraging day trips from their properties to Los Alamos area attractions. (NT, MT)
- Explore partnerships with nearby Pueblos. (NT)

COORDINATE LOCAL MARKETING EFFORTS TO BETTER INFORM VISITORS

- Fund and implement the Los Alamos Brand Action Plan. (NT)
- Integrate marketing efforts between attractions and local businesses to improve visitor awareness of all Los Alamos offerings. This includes encouraging participation in Brand Action Plan Visitor Journey A2D training (Arrival to Departure customer service, ambassador and docent training, local attractions training), and providing promotional information at attractions and local businesses. (NT, MT)
- Provide multi-day, themed packages for tourists to simplify their trip and combine discounts. (NT)
- Consolidate the amount of print materials produced for visitors, anticipating that they will primarily refer to digital materials until they are within the County. Provide greater distinction between print materials produced primarily for a local audience and create materials more directed toward the visitor experience. (NT)
- Include audio/video marketing of Los Alamos on the Bandelier visitor shuttle bus. (NT)
- Utilize a promotional video at visitor attractions to showcase the variety of activities available. (NT)

- Add local information to the *visitlosalamos.org* website relevant to visitors regarding group event accommodation, retail, dining, services and entertainment. (NT)
- Create a “hotel packet” provided to hotels that includes a printed brochure/map of Los Alamos shopping and dining options. (NT)

GOAL 1.2 ENHANCE THE OPPORTUNITY TO MAKE A GOOD FIRST IMPRESSION BY PROVIDING AN EASY TO NAVIGATE AND WELCOMING SETTING

IMPROVE LOS ALAMOS AND WHITE ROCK VISITOR CENTERS AND FULLER LODGE

- Relocate the Los Alamos Visitor Center to a more visible place better associated with visitor arrival and attractions. (MT)
- Modernize displays at both visitor centers to be interactive and experiential. (MT)
- Improve the display and sharing of visitor information brochures with a more tailored and organized display of complete trip experiences for Los Alamos. (NT)
- Sell refreshments and logo/souvenir items at both visitor centers to meet visitor expectations. (NT)
- Provide additional restrooms at the White Rock Visitor Center, along with picnic and outdoor play facilities. (MT, LT)
- Enhance White Rock Overlook Park by adding interpretive signage, entry features and landscape design. (MT)
- Implement Fuller Lodge interpretation plan to enhance visitor experience. (NT)
- Expand Fuller Lodge hours and provide a clear point of contact for information to better meet visitor needs. (NT)

ENHANCE LOS ALAMOS COUNTY'S ROLE AS A GATEWAY TO THREE NATIONAL PARKS

- Work with NPS, LANL, DOE, and other partners to develop access and market the Manhattan Project National Historical Park as part of Los Alamos. (NT, MT, LT)
- Create an agreement between NPS and the County to include the Los Alamos Scientific Laboratory National Historic Landmark District into the official boundaries of the park. (MT)
- Work with LANL and DOE to implement wayfinding recommendations to the security checkpoint. (NT)
- Promote the local "friends of" the National Parks groups as a community volunteer opportunity. (NT)

ENHANCE ALL MOBILITY OPTIONS TO MAKE VISITOR TRAVEL EASIER AND ENCOURAGE OPTIONS OTHER THAN PERSONAL VEHICLE USE

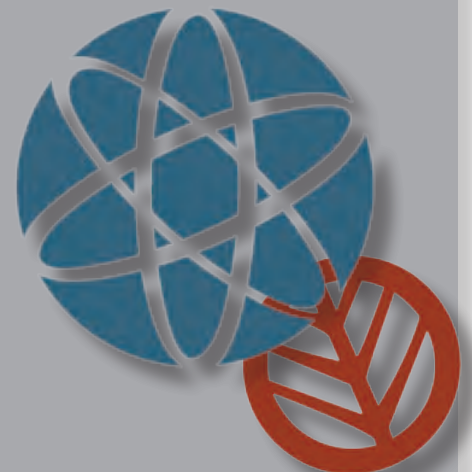
- Improve bus connectivity and extend trips from the three National Parks to downtown Los Alamos, White Rock and nearby outdoor recreation areas by sharing transit information, increasing capacity, and expanding to weekend service. (NT, LT)
- Prioritize, phase, fund and implement Wayfinding Plan Phases 1 + 2 for improved signage and visitor navigation. (NT)
- Organize additional walking tours with tour guides. (NT)
- Create a walking tour app for downtown Los Alamos. (NT)
- Implement smart parking technology (i.e., real time parking and transit information and signage) and an online parking app. (LT)
- Improve visitor maps to highlight trails that best serve visitors and provide connections to attractions and add information about the trails app. (NT)
- Encourage NM DOT to complete the paving of NM Highway 126 (eight unpaved miles remaining) as part of the Jemez Mountain Trail National Scenic Byway. (MT, LT)
- Support a bike-share program that is accessible for visitors. (MT)

VISITORS PREFER PEDESTRIAN-FRIENDLY PLACES

A recent survey by the National Recreation and Parks Association shows a significant number (42 percent) of Americans prefer visiting places that are pedestrian-friendly and easily walkable.

This national survey finding points to the importance of community design and ease of navigation in visitor initial location decision making as well as decisions to extend or repeat a visit.

Source: www.nrpa.org/About-National-Recreation-and-Park-Association/press-room/new-survey-park-and-recreation-amenities-popular-among-vacation-goers/





2 | INCREASE THE CAPTURE OF VISITOR DOLLARS

INTENT

Los Alamos is not currently capturing the maximum benefit of tourism spending. Hotels, restaurants, retail and recreation expenditures are the major categories for National Park gateway communities in the region. However, Los Alamos currently has limited options to capture this visitor spending.

There are a few hotels in town with a collective total of 238 rooms. Occupancy rates have increased over the past decade and some hotels are often at capacity. However, there are no luxury and/or full-service hotels with the amenities that appeal to many visitors, including quality accommodations and services for business travel, conference/meeting rooms, food and beverage services, spas, or in-house family entertainment. Filling this accommodation gap will make the greatest impact in increasing the capture of visitor dollars.

Festivals and events can be an important catalyst for tourism and can foster a positive image of a destination. Festivals provide an opportunity to encourage multi-day experiences, especially when accommodations, attractions, services and amenities provide more reason to extend a stay. Local communities play a vital role in tourism development through festivals. Events often start with a community focus and are then discovered by visitors. Rather than rely on this chance discovery, it is recommended that Los Alamos be intentional with the promotion of events and efforts to engage visitors in activities that highlight the key themes of science, history and outdoor recreation.

DESIRED OUTCOME

Increase visitor spending through overnight, extended and return visitation. Improve Los Alamos' reputation for hospitality and events that draw visitors.

GOAL 2.1 IMPROVE LODGING AND HOSPITALITY INFRASTRUCTURE, PRODUCTS AND SERVICES

INCREASE LODGING OPTIONS TO SUPPORT A HIGHER NUMBER OF OVERNIGHT VISITORS

- Identify desirable locations for future lodging development and promote these to encourage full-service lodging and boutique hotels to select Los Alamos. (NT, MT, LT)
- Identifying locations will incentivize lodging development by providing needed infrastructure connections and construction-ready preparation (including appropriate zoning and site environmental cleanup). Prepare development packages for each site to promote the development opportunities, infrastructure and design expectations. (MT, LT)
- Explore hotel development incentive options such as land donations, infrastructure investments, tax abatement and/or favorable financing to attract a developer to construct a full-service hotel in downtown Los Alamos. (NT, MT)
- Identify parcels for new RV parks in both Los Alamos and White Rock. Issue an RFP for an operator(s). Identify and facilitate a business to invest, develop and manage a new, high-quality, full-service RV Park for anticipated increase in tourism. (NT, MT)
- Work with public land managers to identify locations for future camp sites that minimize environmental impacts and provide an ideal experience for visitors. (MT)

- Adopt an ordinance to require informal tourism accommodations, such as Airbnb and VRBO rentals, to pay Lodgers' Tax. (NT)

IMPROVE HOSPITALITY BY PROVIDING SERVICE INDUSTRY TRAINING

- Implement hospitality training to assist local residents and service industry workers with how to truly welcome guests to Los Alamos. This training should include Visitor Journey A2D training (customer service, ambassador and docent training, local attractions training). (NT, MT)
- Encourage the creation of a Hospitality Institute with UNM-LA degree program, certificate and seminars. (LT)

GOAL 2.2 ENHANCE MULTI-DAY EVENTS TO ENCOURAGE OVERNIGHT VISITATION

PROVIDE ADDITIONAL SUPPORT FOR EVENT MARKETING AND HOSTING

- Create an event fund and marketing support opportunities so event organizers can apply for grant assistance through an application process. (MT)
- Select highly attended events in Santa Fe, Albuquerque or Taos and host complementary events in Los Alamos at the same time to leverage traffic already coming nearby and draw visitors to Los Alamos. Market these events aggressively to regional and national markets. (NT, MT)

RV PARK EXAMPLE: GRANBY, CO

The Town of Granby, Colorado acquired land that was part of a failed real estate development called Shorefox in 2014. After marketing a portion of the land to an RV operator, the Town selected Sun Communities (a Michigan company specializing in RV Parks) to purchase 30 percent of the parcel.

The Town recently approved a long-term tax sharing agreement between Granby and Sun Communities, wherein Sun Communities will cover infrastructure costs up front and be reimbursed over the course of several years.

The funds used to reimburse Sun Communities for infrastructure costs at Shorefox will come directly from taxes assessed on commerce and recreational activities on the Shorefox property. The funding will not come from tax revenue generated outside the Shorefox parcel.

ENHANCE SCIENCE EVENTS AND PROMOTE LANL STATUS AND ACCOMPLISHMENTS TO ENCOURAGE OVERNIGHT VISITATION

- Enhance ScienceFest by better defining its purpose, desired outcome, and niche in attracting visitors. Incorporate contemporary science achievements, and host an awards ceremony and/or symposium. Make the event more experiential for visitors so they can interact with the science and engineering work, including scientific team competitions. Create a more consistent theme and message to help draw more people from outside the region. Provide better clarity and signage regarding the locations that activities take place. (NT, MT)
- Explore the viability of hosting a high-tech retreat event to attract private sector talent to discuss application of LANL innovations. (MT)
- Create two additional dedicated science events, promoted regionally and state-wide. (MT)
- Leverage the Nature Center and Planetarium as part of science events and activity offerings. (NT)

ENHANCE OUTDOOR RECREATION EVENTS TO ENCOURAGE OVERNIGHT VISITATION

- Work with Pajarito Mountain Ski Area to develop opportunities to expand year-round, on-mountain activities. (MT)
- In the creation of community activity offerings, be mindful of how to promote activities to visitors and engage them in the low seasons and in the evenings (e.g., winter recreation, late night ice skating). (MT)
- Support and create events that last for longer periods of time, like “trail festivals” with a variety of events (e.g. running races, mountain bike competitions, kids’ events). (MT)
- Encourage High Altitude Endurance organization(s) to host six events per year (e.g. mountain biking, long-distance road biking, skiing, trail running, marathons, triathlons). (MT)

CREATE NEW, AND ENHANCE EXISTING, EVENTS WITH A FOCUS ON SHARING HISTORY AND CULTURE TO ENCOURAGE OVERNIGHT VISITATION

- Once the Manhattan Project National Historical Park fully opens, create an annual event to celebrate the “behind the fence” experience of the “Secret City”. (MT, LT)
- Pursue hosting Historias de Nuevo Mexico annual conference to bring regional history and cultural lectures to Los Alamos. (NT)

CREATE FACILITIES THAT SERVE THE COMMUNITY, AS WELL AS ENCOURAGE OVERNIGHT VISITATION

- Add a multi-use event space that supports 300 people and accommodates conferences, community events, destination event space. (LT)
- Explore opportunities to create and expand existing sports event facilities (indoor and outdoor). (MT)
- Develop entertainment options with evening/ weekend hours geared toward young adults and millennials, as well as older visitors. (MT)

MOST POPULAR OUTDOOR ACTIVITIES IN THE U.S.

Running, jogging and trail running are the most popular outdoor activities in the U.S. engaging 14.8% of all adults (25 years and greater) and 24.3% of all youth. Investment in the creation of world-class mountain biking facilities has shown significant economic returns in locations such as Fruita and Durango, Colorado. The high alpine terrain and natural beauty of Los Alamos is an attractive environment for biking, running, jogging and trail events. Investments in infrastructure, trail/route maintenance, and a variety of overnight accommodations raises the quality of offerings. Los Alamos County’s 2016 Comprehensive Plan places emphasis on the importance of improving trail connectivity and improving conditions; investments that could be capitalized on with these increasingly popular trails based events.



3 | ENRICH OUR NATURAL BEAUTY, ATTRACTIONS + DOWNTOWNS

INTENT

Los Alamos is fortunate to be adjacent to three National Parks, to be surrounded by a landscape of natural beauty that invites exploration and to be the home of museums that share a world-changing and unusual history. These aspects should be further enriched to meet visitor expectations and improve the visitor experience.

In terms of the built environment, both Los Alamos and White Rock were not established, nor were buildings originally developed, with visitor appeal in mind. The townsites have slowly evolved with adaptations. While these adaptations have been positive, Los Alamos must still address deficiencies in its services and built environment to provide a higher quality experience for visitors, which will also benefit residents.

Visitors notice many of the same things residents often complain about, such as limited business hours, lack of dining and retail choices, unattractive or vacant buildings, and the condition of recreation amenities. In recent years, Los Alamos County has been investing in efforts to address these issues by participating in the New Mexico MainStreet program and improving recreation trails.

DESIRED OUTCOME

Improve visitor experience and increase draw of Los Alamos through selective investments in capital improvements that benefit residents and visitors. Retain community quality of life and leverage visitation to encourage services and improvements residents desire.

MAINSTREET PROGRAM DESCRIPTION

Los Alamos MainStreet is designated by the New Mexico MainStreet program (NMMS), under the New Mexico Economic Development Department. The program's mission is to create a strong economic business climate while preserving cultural and historic resources.

Three MainStreet Economic Transformation Strategies are aligned with tourism strategies:

1. Promote and encourage niche tourism by capitalizing on Los Alamos' historic and scientific significance.
2. Create a strong entrepreneurial support environment.
3. Physically transform downtown Los Alamos into a place where people want to gather and do business.

Los Alamos is one of only eight state designated Arts & Cultural Districts, due to the strong influence of science and history on its arts and cultural district.



Recent Main Street program improvements include banners, street furniture and landscape enhancements.

GOAL 3.1 INVEST IN CAPITAL IMPROVEMENTS THAT BENEFIT BOTH COUNTY RESIDENTS AND VISITORS.

EXPAND RECREATIONAL OFFERINGS THAT ATTRACT VISITORS AND IMPROVE THEIR EXPERIENCE

- Pursue County planning efforts for extensions, upgrades, maintenance and new trails that benefit visitors and residents of all activity skill levels. (NT, MT, LT)
 - Pursue mountain bike trail projects for all skill levels on County-owned land. Increase funding and staff to address trail maintenance and improvement deficiencies. (MT, LT)
 - Continue Canyon Rim Trail to 20th Street to connect downtown to Ashley Pond to Manhattan Project National Historical Park to existing trail. (MT)
 - Continue to implement the downtown pedestrian/bike path to connect visitors to attractions and improve wayfinding. (NT, MT)
 - Connect White Rock to Los Alamos via recreation trails and include integrated interpretive signage. (LT)
 - Continue to partner with the National Park Service to create trail linkages between the three national parks and Los Alamos County. (MT)
- Make improvements to Overlook Park, including adding facilities needed to host tournaments. (MT, LT)
- Encourage improvements to Pajarito Mountain facilities. (NT, MT)
- Create opportunities for more year-round activities at Ashley Pond with new amenities, such as a warming hut, determined by Ashley Pond Site Assessment. (MT)

- Capitalize on the dramatic nature of White Rock Canyon and Tent Rocks by promoting the fact that there are a variety of historic and cultural artifacts of the Native Puebloan culture in the area that will be of interest to tourists. (NT)
- Provide business innovation space to incentivize tourism support services and outdoor industry companies (manufacturing, technologies and outfitters) as part of a county start-up incubation initiative (continuing to support Project Y). (MT, LT)

GOAL 3.2 MAKE DOWNTOWN LOS ALAMOS AND WHITE ROCK AESTHETICALLY PLEASING AND WELCOMING TO VISITORS

DEVELOP AND IMPLEMENT APPROACHES TO IMPROVE THE APPEARANCE OF COMMERCIAL AREAS. ENCOURAGE INFILL OF VACANT COMMERCIAL BUILDINGS AND BEAUTIFICATION IN THE CORE AREAS OF LOS ALAMOS AND WHITE ROCK TO CREATE A VIBRANT AND WALKABLE EXPERIENCE.

- Revise the Los Alamos County Downtown and Mixed-Use District Development Standards to include desired design outcomes and comprehensive approaches for subareas and street corridors. Provide greater guidance and requirements for pedestrian environments and connectivity, streetscape and landscape requirements. (MT)
- Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program. (NT, MT)
- Stimulate redevelopment in the downtown districts by supporting strategic development partnerships that will result in mixed uses that will include new housing units. (MT, LT)

- Improve the appearance and function of Trinity Drive by participating with NMDOT in a streetscape improvement project. Maintain a connection between Trinity Drive to the Canyon Rim Trail. (MT, LT)
- Rename the drive called “Main Street” to decrease visitor confusion. (NT)
- Encourage redevelopment of the Longview development in White Rock and consider its visual appeal and walking comfort for visitors. (MT, LT)

MAXIMIZE MAIN STREET AND CREATIVE DISTRICT PROGRAM OPPORTUNITIES, SERVICES AND VISIBILITY

- Expand Los Alamos Creative District boundaries to include more attractions and businesses, providing events and other incentives to pursue the 10/10/10 goal of supporting 10 retail and 10 dining/treat establishments, with 10 of those businesses staying open evenings and weekends within the district. (MT, LT)
- Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays. (NT)
- Continue to partner with local businesses and incentivize their participation in the MainStreet and Creative District. (NT)
- Pursue New Mexico MainStreet (NMMS) designation of White Rock as a separate MainStreet District. (MT)

EXPAND EATING AND SHOPPING OPTIONS TO MEET VISITOR AND RESIDENT EXPECTATIONS

- Conduct a retail gap study to identify products and services that are in demand and not available, and develop a plan to address the gaps. (NT)

- Proactively meet with commercial realtors, Kroger and the International Council of Shopping Centers (ICSC) representatives to identify leads. Research and understand needs, including incentives and building improvements to recruit new retail. (NT, MT)
- Encourage more outdoor marketplace activities through policy changes to County zoning, to solicit vendors (including food trucks) and create a market street with vendor infrastructure, possibly at Central Park Square, Deacon Street, Ashley Pond or similar location. (MT, LT)
- Incentivize short term leases for pop-up stores, seasonal retail and weekly markets to fill vacant spaces. (NT)

GOAL 3.3 MANAGE POTENTIAL IMPACTS OF TOURISM TO RETAIN COMMUNITY QUALITY OF LIFE

PROACTIVELY DEVELOP PLANS TO MITIGATE IMPACTS THAT TYPICALLY OCCUR WITH VISITOR NUMBER INCREASES

- Examine options for creating a parking improvement district and incorporate the recommendations from the Wayfinding Study:
 - Name all parking lots (NT)
 - Provide parking information for visitors in many places (e.g. website, visitor guide, visitor centers, kiosks). (NT)
 - Implement directional signage plan to provide consistent path that guides visitors to areas where they may park. (MT)
 - Implement parking lot arrival signs that state parking lot name and give clear direction to nearby attractions and destinations. (MT)
- Consider the use of technology, such as digital signs and apps, to inform people of parking locations, availability and policies. (MT)

- Provide or require event traffic demand management and parking staff for festivals to manage increased traffic. (NT, MT)
- With improved parking information, shared parking and traffic demand management, a parking structure in downtown Los Alamos is not needed now, and may not be needed in the future. (NT)
- Provide multimodal options as alternatives to individual cars (transit, bicycle, pedestrian, electric vehicle support and similar). (MT, LT)
- Support the County's efforts to increase the number and variety of housing supply. (NT, MT, LT)
- Direct visitors to trailheads that have greater capacity to handle higher levels of use to minimize environmental harm. (NT)
- Protect scenic views from obstructions that reduce the appeal for visitors (e.g. billboards, signs, telecommunications towers). (NT, MT, LT)
- Proactively address capacity regarding future demand for water, wastewater and other infrastructure. (MT, LT)
- Measure and report community indicators as recommended in Chapter 4. (NT, MT, LT)

PARKING DISTRICT DESCRIPTION

A Parking District allows all vehicle users within a geographic area to use common parking facilities (surface lots or parking garages), both privately and publicly-owned, that serve a variety of sites and land uses. By consolidating parking, users can visit multiple sites within the district without having to drive and re-park. Parking Districts often include public-private hybrid models with entities such as municipalities, development authorities, business improvement districts and private building owners participating.

Parking Districts can include spaces that are dedicated to certain businesses and have time limits. A typical hybrid model would be for a private parking lot owner to allow his/her parking spaces to be included in the Parking District for public use in exchange for public (City, County or BID) maintenance of the lot (such as striping and snow plowing). Los Alamos County has authority to finance public parking through the creation of a parking improvement district, according to a parking study completed in 2006.

TOOL FOR SCENIC QUALITY: SCENIC AMERICA

Scenic America (scenic.org) is a national nonprofit that helps citizens safeguard the scenic quality of America's roadways, countryside and communities. The organization believes that scenic conservation occurs with:

- An educated citizenry;
- A group of committed scenic activists;
- A business community that understands the economic value of beauty; and
- Public policy that defends natural beauty and distinctive character.

Los Alamos could potentially partner with Scenic America to protect scenic quality and promote open space conservation.



4 | OPERATE WITH INTENTIONAL LEADERSHIP, PUBLIC & PRIVATE INVESTMENT + PARTNERSHIPS

INTENT

The organizational structure and management of tourism efforts takes a different form in communities throughout the country as a result of varying opportunities, governmental structure, leadership, stakeholders and funding sources. Entities involved in providing marketing, visitor services and acting as liaisons between visitors and local accommodation service providers in Los Alamos include:

1. Los Alamos County: Tourism marketing support is funded through the Economic Development Fund and the Lodgers' Tax Revenue fund. The County contracts services for visitor centers operations and tourism marketing services.
2. Los Alamos Commerce and Development Corporation (LACDC): A private, not-for-profit 501(c)6 organization established in 1983, the LACDC operates a variety of programs and provides services that are intended to promote economic vitality in Los Alamos including:
 - Los Alamos Chamber of Commerce: membership program of the LACDC
 - Discover Los Alamos meeting & visitor bureau: LACDC, through a contract with Los Alamos County, provides operational support to the Los Alamos and White Rock Visitor Centers
 - Los Alamos MainStreet Program
 - Los Alamos Creative District
 - Property Operation and Real Estate Portfolio (LA Research Park and the Small Business Center, along with others)
 - Los Alamos Business Assistance Services/Project Y

3. Tourism attractions and service providers: In Los Alamos, the National Park Service and the County are the primary providers of places and services that attract visitors. This group also includes Pajarito Recreation (operator of Pajarito Ski Mountain) and LANL (operator of Bradbury Science Museum).

DESIRED OUTCOME

Improve the efficiency and quality of the delivery of visitor services. Expand funding sources and make investments based on potential for economic return. Determine whether new institutions or collaborations are needed.

TOURISM MANAGEMENT STRUCTURE OPTIONS

TOURISM MANAGEMENT STRUCTURE

Focusing on tourism as an important economic driver is relatively new for Los Alamos. As a result, it currently lacks an effective institutional framework that can lead tourism development, represent diverse community interests and consolidate currently disjointed efforts. An integrated management structure can lead the implementation of the Tourism Strategic Plan and proactively pursue the type of visitors that benefit the community

Communities that are partially or entirely tourism-dependent utilize a wide variety of institutional structures to deliver tourism marketing, facilities and services. These are frequently based on state, county, and city and/or other local influences, factors related to the types of funding used, specific management and staff systems, and the support the organization is able to garner from its members and constituents.

Los Alamos County and business community have many ways that structure tourism marketing, facilities and services. There are three that are most appropriate for consideration:

Option 1: Maintain Current Structure

Los Alamos County employs one full time and parts of several other staff time allocated to tourism efforts. The majority of the tourism-related responsibilities are contracted to third parties. Modifications to RFPs and contract agreements could result in minor improvements. However, the lack of leadership and control will continue to be a weakness in driving tourism development most appropriate for Los Alamos. The challenges of restrained County input and oversight, cross-partner coordination, value and responsiveness in the delivery of services creates a less than optimal situation and outcome. Tourism marketing and activities currently get done through multiple departments such as Economic Development, Community Services and the County Managers Office and several contractors. In combination, these structural elements tend to create a weaker foundation from which to address tourism development and promotion in a world of rapidly changing market conditions, where responsiveness can distinguish winners from losers in the game of market share. Keeping tourism marketing and delivery as is is not recommended.

Option 2: Formation of a New Entity

One type of institutional structure often utilized to transfer responsibility outside of a municipal or County government, is a new association or quasi-public entity for tourism and hospitality services. This formation is typically the result of the need to represent diverse interests (such as resort associations, hospitality industry, local businesses and public land managers) that has a high volume of visitation and regional scale. Currently, the tourism sector is not of a scale that would create a successful new entity. For example, more hotels and business who are dedicated to tourism development is required. Therefore, a new entity is not recommended for Los Alamos at this time.

OPTION 2 EXAMPLE

The North Lake Tahoe Resort Association (NLTRA) is a 501(c)(4) non profit public benefit corporation, established under the laws of the State of California and registered to do business in the State of Nevada. The NLTRA's adopted mission is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

The NLTRA is an association of related and coordinated services provided to their members and the community at large. These services include operation of the North Lake Tahoe Chamber of Commerce and the Tahoe North Visitors and Convention Bureau. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide a full

spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area.

The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the North Lake Tahoe Tourism and Community Investment Master Plan (June 2004) which has also been adopted by the Placer County Board of Supervisors.

Option 3: Formation of County Tourism Department

None of the current County Departments or Divisions, such as Economic Development, Community Services or Communications and Public Relations, has the mission and focus to effectively house the needs of tourism and visitor services. A more centralized approach to delivery in visitor services is necessary to address the variety of strategies that must be addressed in the implementation of the Tourism Strategic Plan. Reorganization within the County to support tourism will require changes to job descriptions, budgets and reporting processes. The new Tourism Department should include staff with expertise in areas such as marketing and sales, social media, visitor information, visitor facilities and event management. Tourism Department staff would lead strategic direction implementation and be responsible for content, although expertise such as website design is likely to be contracted.

The formation of a new County Department with directed funding addresses strategic organizational issues and creates the best platform from which tourism development and marketing strategies can be planned and implemented. As the tourism economy grows, the Tourism Department could be converted and expanded into the new entity described in Option 2.

OPTION 3 EXAMPLE

The Las Cruces Convention & Visitors Bureau (CVB) is the official tourism marketing department for the City of Las Cruces. The CVB serves as a catalyst for the area's hospitality industry; working in concert to build a year-round destination that offers a quality experience to all visitors as well as sustainable economic and social growth for the local community. Toward this end, the CVB plays a leading role in defining and branding Las Cruces as a desirable destination offering a variety of activities, attractions and events now and in the future.

The CVB works nationally and internationally to enhance travel and tourism to Las Cruces and the immediate surrounding area. The five full-time sales staff works to target the meetings and conventions, sports, and group travel markets in Arizona, Texas and New Mexico with research-driven marketing programs touting sports, arts and culture, food-based opportunities and year-round sunny weather. The CVB also partners with local attractions and industry partners to develop initiatives that strengthen the travel and tourism market within the city.

GOAL 4.1 CULTIVATE STRATEGIC PARTNERSHIPS TO ENSURE OPERATIONAL SUCCESS

AT A LOCAL LEVEL, INVEST TIME AND FUNDING IN RELATIONSHIPS THAT SERVE TOURISM GOALS

- Continue to partner with National Park Service superintendents and staff. (NT)
- Expand efforts with LANL to benefit the community, including improvements to LANL guest and visitor experiences prior to their arrival in Los Alamos, and the engagement of LANL employees in special events. (NT, MT)
- Continue to work with major landowners on redevelopment plans. (NT, MT)
- Improve approval, permitting, resources and assistance to community groups and event organizers for events. (MT)
- Engage outfitters and tour operators in opportunities to promote their services to visitors. (NT, MT)

COLLABORATE WITH REGIONAL AND NATIONAL ORGANIZATIONS TO PROMOTE TOURISM AND IMPROVE VISITOR OFFERINGS

- Expand specific strategies and action plans to increase partnerships with regional economic development entities (e.g. Santa Fe, Taos, Albuquerque, Angel Fire, Red River, Pueblos) to grow visits to Los Alamos. (NT, MT)
- Explore ways to partner and collaborate with Northern Rio Grande Heritage Area to enhance visitor experience and education of entire region. (MT)
- Integrate efforts with Atomic Heritage Foundation website, utilize their tools (such as video), and work with the Foundation to secure a grant for heritage tourism efforts. (NT, MT)

REDEVELOPMENT AGENCY EXAMPLE: ALBUQUERQUE, NM

Albuquerque's Metropolitan Redevelopment Agency is responsible for infill development in established Metropolitan Redevelopment Areas (MRAs), and in accordance with the centers and corridors approach to development outlined in the Comprehensive Plan and the City of Albuquerque's goals.

The centers and corridors concept provides a rational framework for the efficient allocation of public and private resources, concentrating on land uses for greater efficiency, stability, image, diversity and control. MRAs and centers and corridors are the areas where problems caused by lack of investment and deterioration have created the need for special intervention on the part of the City.

- Continue to participate in the New Mexico Hospitality Association. (NT)
- Explore opportunities to promote Pajarito Mountain through Ski New Mexico. (NT, MT)
- Participate in Northern New Mexico Air Alliance. (NT, MT)
- Continue to participate in and implement the results of the Stronger Economies Together (SET) Strategic Plan for the Mid Central Rural Corridor, involving Sandoval and Bernalillo counties. Develop and coordinate regional tourism opportunities through this planning effort. (NT, MT)
- Continue to participate in the State of New Mexico Tourism Department's marketing, promotion, programs and activities. (NT, MT, LT)

GOAL 4.2 MODIFY INSTITUTIONAL STRUCTURES TO SUPPORT THE EFFICIENT IMPLEMENTATION OF TOURISM EFFORTS

CREATE A COUNTY TOURISM DEPARTMENT AND INCREASE STAFFING TO SUPPORT CURRENT CONTRACT WORK IN-HOUSE

- Reallocate staff efforts for tourism under the Economic Development Division to this new Tourism Department. (NT)
- Create a tourism marketing, communication, and event support position(s) within this new Department to reallocated current contract efforts to a more centralized and responsive position. A transition period of 12-24 months to initiate this change should include structuring of new contracts accordingly. (NT, MT)
- Create a Tourism Advisory Board for oversight of the new Department and reporting to County Council. The membership of this Advisory Board should tie representation to economic interests and allows for wide participation of the tourism industry. Transition a subset of the Tourism Working Group to fulfill this role. (NT, MT)

TOURISM DEPARTMENT ROLES AND RESPONSIBILITIES

Tourism Department Director

- Visitor Facilities/Destination Development (visitor facilities, transportation, economic development, redevelopment activities)
- County visitor facility management
- Grant and funding sources lead
- Legislative affairs

Marketing and Visitor Services

- Tourism marketing/promotion (graphic design, web support, content creation, strategy, branding implementation)
- Visitor activities program and special events (Main Street program coordination, sports events, ScienceFest)
- Attractions and merchants coordination
- Visitor contact/information facilitation
- Conference and group sales/packages
- Visitor center operations/staffing contracting
- Research and performance measurement

- Issue RFPs written to address the Tourism Strategic Plan Action Items identified for contract support in the Tourism Action Plan (i.e., visitor survey, Wayfinding plan implementation phases 1 and 2). (NT, MT)

REDIRECT FUNDING SOURCES AND GRANT SEEKING EFFORTS TO THE NEW COUNTY DEPARTMENT

- Allocate Lodgers' Tax and a portion of the Economic Development Funding to the County Tourism Department in the context of the Tourism Strategic Plan. Redirect funds currently used for ongoing contract work for more internal staff support.
- Include measurable performance criteria but allow the Department and its Advisory Board to determine investment decisions and recommend annual budgets. (NT, MT)
- Lead the pursuit of grants (such as New Mexico Tourism) to coordinate partner efforts. (NT)

SUPPORT CENTRALIZED VISITOR CONTACT

- With improvements to the White Rock Visitor Center and relocation of the Los Alamos Visitor Center, new locational opportunities to better support centralized visitor contact are provided. County Tourism Staff and/or contracted visitor information services would be housed in this new Los Alamos Visitor Center location. (MT, LT)

MODIFY OR CREATE POLICIES AND GOVERNING AGENCIES TO IMPLEMENT THE TOURISM STRATEGIC TACTICS

- Create a downtown parking improvement district that includes public and private parking. (MT)
- Explore the creation of a Redevelopment Agency to implement redevelopment and beautification efforts. (MT)

GOAL 4.3 SECURE AND OPTIMIZE PUBLIC + PRIVATE FUNDING BASED ON STRATEGIC CRITERIA

TIE BUDGETS AND CAPITAL IMPROVEMENTS TO GOALS THAT CAN BE QUANTITATIVELY MEASURED.

- Collect visitor data through a periodic survey to measure performance and help calibrate marketing efforts and visitor services. (NT, MT)
- Improve methods of collecting visitor information at attractions, hotels and from merchants. (MT)
- Require data collection of marketing outreach with analysis of return on marketing dollars spent. (NT, MT)
- Prioritize investment opportunities that offer the most value to residents and local businesses. (NT, MT, LT)
- Tourism projects should include an ROI (return on investment) calculation in making investment decisions. (NT, MT, LT)

GROW FUNDING FOR TOURISM EFFORTS FROM A VARIETY OF SOURCES

- Increasing lodging accommodations will generate more Lodgers' Tax revenue. (MT, LT)
- Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments. (NT)
- Secure New Mexico Tourism grants and seek additional state economic development grants. (NT, MT, LT)
- Monitor and advocate for funding of New Mexico Main Street Capital Outlay Grant program. Identify qualifying projects and partners for grant opportunities when they become available. (NT, MT, LT)

Streetscape improvements and crosswalk branding installation
in downtown Los Alamos at 15th Street + Central Avenue
Photographer: Leslie Bucklin



An aerial photograph of a dental clinic complex. The building has a light-colored facade with teal-colored roofs. A large, paved parking lot is filled with numerous cars, mostly white and silver. In the background, there are green trees and a large, rugged mountain under a cloudy sky. The text "4. IMPLEMENTATION + ACTION PLAN" is overlaid in white on a dark red rectangular background that covers the right half of the image.

4. IMPLEMENTATION + ACTION PLAN

STRATEGIC PLAN PRIORITIES

A comprehensive approach to moving forward is presented in Chapter 3: Strategic Direction. This section of the report builds on that framework and provides a subset of key priorities and near-term actions (0–3 years). The Action Plan table identifies:

- Description of actions
- Responsible parties and partners
- Relative costs
- Potential funding sources
- Implementation timing

Performance measures are recommended for tracking the successful outcomes of the plan implementation. The chapter concludes with recommendation for metrics and how they would be collected and reported.

STRATEGIC PLAN PRIORITIES

The top priorities of the Strategic Tourism Plan to begin addressing immediately are: **1) increasing lodging supply, 2) modifying institutional structure, 3) making marketing efforts more effective, and 4) enhancing guest experiences.** The focus areas and goals presented in Chapter 3 provide definition and a long-term view of how these priorities fit together. The tactics from Chapter 3 have been filtered through these four priorities in order to provide a more strategic approach.

Considerations for the implementation of these priorities include:

- **Lodging**

Increasing lodging will have the greatest impact on capturing more visitor spending. Los Alamos County has a role in attracting and facilitating the creation of lodging from a private sector developer. Creating new hotel properties can be a lengthy process from soliciting developer interest, preparing the land for development, gaining development approvals to final construction. Los Alamos should target full-service and boutique categories to fill current gaps in lodging accommodations. Selection of locations and careful planning of the infrastructure and connections to visitor attractions will also determine the long-term success of this lodging options.

- **Institutional Structure**

Operating under the same institutional structure will continue to have the same results as the current weaknesses in coordination, communication and strategic direction. This chapter identifies the near-term actions needed to modify the current structure by creating a Tourism Department. The transition time should be 12–24 months and new contracts moving forward should be structured accordingly. As the tourism business sector grows, institutional structure can be converted to an entity outside of County government, to better represent new partners.

- **More Effective Marketing**

Marketing tools and audiences rapidly change, requiring adaption of methods and directing a new strategic approach. The Action Plan identifies near-term actions needed to revise current marketing efforts. Continued evaluation of marketing effectiveness and expansion in tourism offerings will create the need for updating strategy and actions.

- **Enhance Guest Experiences**

The Action Plan identifies some of the short term, relatively easy things to improve guest experiences. Initial planning stages are recommended to begin immediately for capital improvement projects, such as relocation of the Los Alamos Visitor Center that will require a longer time investment to fully implement.

The acronyms below are used in the following Actions tables:

- LAC= Los Alamos County
- NPS= National Park Service
- TWG= Tourism Work Group
- NMT= New Mexico Tourism
- LANL= Los Alamos National Laboratory
- DOE= Department of Energy
- ACT = Atomic City Transit
- LAMS= Los Alamos Main Street
- LACLT = Los Alamos County Lodgers' Tax
- EDF = Los Alamos County Economic Development Fund
- CIP Fund = Capital Improvement Projects Fund
- N/A = Not applicable as action requires time, but not direct cost



GOAL 1.1: FOCUS ON OUR MARKETING EFFORTS TO REFLECT OUR COMMUNITY TO TARGETED VISITORS

IMPLEMENTATION ACTION PLAN

ACTION ITEM	RESPONSIBLE PARTY AND PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Meet with NPS directors to develop marketing strategies and coordinate efforts.	LAC, NPS	N/A	N/A	Quarterly
Commission the creation of a promotional video to showcase science, history and outdoor recreation activities and events in Los Alamos County.	LAC, media contractor	\$30,000	LACLT	2018
Create a targeted marketing plan for attracting science enthusiasts to Los Alamos.	Marketing contractor LAC	\$10,000	LACLT	2018
Implement or contract work to improve the function and appeal of the visitosalamos.org website and social media platforms	Marketing contractor or LAC	\$20,000	LACLT	2018
Improve Los Alamos' presence within New Mexico True online opportunities by providing content and requested changes.	Marketing contractor or LAC	N/A	N/A	2018
Implement New Mexico True branding and marketing opportunities and develop content to provide to the New Mexico Department of Tourism.	Marketing contractor or LAC	N/A	N/A	2018-2020
Designate an "Atomic Trail" route (starting at 109 East Palace in Santa Fe and terminating at Fuller Lodge) to include on the New Mexico True website. Develop maps, imagery and descriptions to be used in marketing efforts.	LAC, TWG, NMT, marketing contractor	\$10,000	LACLT	2018

ACTION ITEM	RESPONSIBLE PARTY AND PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Ensure good visibility with participation in Northern New Mexico Air Alliance.	LAC	\$50,000	EDF	2019
Contact regional and national tour operators and travel agencies currently active in New Mexico to coordinate services to Los Alamos.	LAC or marketing contractor	N/A	N/A	Quarterly
Contact Heritage Hotel and Resorts, or similar boutique hotel family of properties, to create marketing partnership encouraging day trips from their properties to Los Alamos area attractions.	LAC	N/A	N/A	Quarterly
Fund and implement the Los Alamos Brand Action Plan.	LAC, brand implementation contractor	\$50,000	EDF	2018
Encourage participation in Brand Action Plan Visitor Journey A2D training and provide promotional information at attractions and local businesses.	LAC, brand implementation contractor, hospitality industry	Included Above	-	2018
Develop multi-day, themed packages for tourists to simplify their trip and combine discounts.	LAC or marketing contractor, hospitality and service industry	N/A	N/A	2018
Change the focus of marketing material creation from print to online.	LAC or marketing contractor	N/A	N/A	2018
Coordinate with attractions and shuttle bus services to show Los Alamos promotional videos.	LAC or marketing contractor, attractions	N/A	N/A	2019
Create a "hotel packet" provided to hotels that includes a printed brochure/map of Los Alamos shopping and dining options.	Marketing contractor or LAC, Brand Action Plan Implementation	\$10,000	LACLT	2018 with Quarterly Updates



GOAL 1.2: ENHANCE THE OPPORTUNITY TO MAKE A GOOD FIRST IMPRESSION BY PROVIDING AN EASY TO NAVIGATE + WELCOMING SETTING

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Determine a better location for the Los Alamos Visitor Center by evaluating the potential for sites to be utilized and develop a conceptual design and management for the development or building renovation.	LAC	\$50,000	EDF	2019
Relocate the Los Alamos Visitor Center to a place better associated with visitor arrival and attractions. Develop construction/renovation and interior design plans and complete construction.	LAC	\$\$ - \$\$\$	CIP Fund	2020
Modernize the White Rock Visitor Center displays to be more interactive and experiential.	LAC	\$100,000	General Fund	2018
Provide additional restrooms at the White Rock Visitor Center, along with picnic and outdoor play facilities. Sell refreshments and logo/souvenir items.	LAC	\$50,000	CIP Fund	2019
Implement Fuller Lodge interpretation plan to enhance visitor experience.	LAC	\$	Possible grants	2018
Expand Fuller Lodge hours and provide a clear point of contact for information to better meet visitor needs.	LAC	\$	General Fund	2018
Create an agreement to include the Los Alamos Scientific Laboratory National Historic Landmark District into the official boundaries of the park.	LAC, NPS	N/A	N/A	2018
Share transit information with visitors and coordinate transfer at the White Rock Visitor Center from the Bandelier shuttle to Los Alamos bus services.	LAC, ACT, NPS	N/A	N/A	2018
Increasing capacity of the Bandelier shuttle to handle demand.	ACT, NPS	\$	Federal Grants	2019
Explore the feasibility and grant opportunities for expansion of Atomic City Transit service to provide weekend service.	LAC, ACT	N/A	N/A	2019
Improve bus connectivity and extend trips from the three National Parks to downtown Los Alamos, White Rock and nearby outdoor recreation areas.	LAC, NPS	\$50,000	EDF	2019
Fund and implement Wayfinding Plan Phase 1 for improved signage and visitor navigation.	LAC	\$200,000	?	2018

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Fund and implement Wayfinding Plan Phase 2.	LAC	\$150,000	?	2019-2020
Create a walking tour app for downtown Los Alamos.	LAC	\$?	2019
Improve visitor maps to highlight trails that best serve visitors and provide connections to attractions and add information about the trails app.	LAC or marketing contractor	\$	LACLT	2018
Provide a letter to NM DOT encouraging the paving completion of NM Highway 126 as part of the Jemez Mountain Trail National Scenic Byway.	LAC	N/A	N/A	2018

LOS ALAMOS DOWNTOWN VISITOR CENTER RELOCATION

The Visitor Center in downtown Los Alamos is not in a visitor-friendly location. A shopping center is not where visitors look for nor expect to find visitor information. In addition, the current space is very limited and is crammed with tables and walls filled with information pamphlets, rack cards and brochures. There is no space for interactive displays or elements to intrigue the visitor. Los Alamos County should consider one of three locations:

COMMUNITY BUILDING AT ASHLEY POND

#1 RANKING: Opportunity to co-locate with Manhattan Project visitor center, easy parking, visible from both Central Avenue and Trinity Drive, closer draw to shops on Central Avenue

PROS: Can combine the MHNHP center with general information visitor center, beautiful setting, good parking, visitors can park here and stroll Central Avenue, County owned building, easy access from Trinity Drive and Central Avenue

CONS: Teen Center would need to be relocated, must drive through town to get to it

FULLER LODGE

#2 RANKING: People are already coming to the lodge to look for information, ample parking

PROS: Visitors come here, they are looking for information, good architectural building, needs staffing today as visitors just aimlessly wander around, good parking, County owns building

CONS: Must drive through town to get to it

1010 CENTRAL AVENUE

#3 RANKING: Location captures visitors earlier as they are arriving into town, but the cost of new construction is a constraint.

PROS: County owns this parcel that is currently undeveloped. located in center of town, can design and build signature visitor center similar to White Rock

CONS: Cost



GOAL 2.1: IMPROVE LODGING + HOSPITALITY INFRASTRUCTURE, PRODUCTS & SERVICES

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Identify desirable locations for future lodging development and promote these to encourage full-service lodging and boutique hotels to select Los Alamos.	LAC	N/A	N/A	2018
Explore hotel development incentive options such as land donations, infrastructure investments, tax abatement and/or favorable financing to attract a developer to construct a full-service hotel in downtown Los Alamos.	LAC	N/A	N/A	2018
Prepare development packages for each site to promote the development opportunities, infrastructure and design expectations.	LAC	\$5,000	EDF	2018
Identify parcels for new RV parks in both Los Alamos and White Rock. Issue an RFP for an operator(s). Identify and facilitate a business to invest, develop and manage a new, high-quality, full-service RV Park for anticipated increase in tourism.	LAC, development and management partner	\$2,000	N/A	2018
Encourage UNM-LA to provide a Hospitality Institute with degree program, certificate and seminars.	UNM-LA	N/A	N/A	2018



GOAL 2.2: ENHANCE MULTI-DAY EVENTS TO ENCOURAGE OVERNIGHT VISITATION

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Create an event fund and marketing support opportunities so event organizers can apply for grant assistance through an application process.	LAC, LA MainStreet Program	\$50,000	LACLT	2018
Enhance ScienceFest by better defining its purpose, desired outcome and niche in attracting visitors.	Visitor services, LAC, LANL	\$	EDF	2018
Work with operator of Pajarito Mountain Ski Area (PMSA) to develop opportunities to expand year-round, on-mountain activities.	PMSA, LAC	N/A	N/A	Ongoing
Support and create events that last for longer periods of time, like "trail festivals" with a variety of events.	LAC, event providers, marketing	\$	N/A	2019
Assist endurance organization(s) to host events by providing marketing support.	LAC, partnerships	\$	LACLT	Ongoing
Explore opportunities to incentivize developing a multi-use event space that supports 300 people and accommodates conferences, community events, destination event space.	LAC, private partnerships	\$20,000	EDF	2020
Explore opportunities to create sports event facilities (indoor and outdoor).	LAC	N/A	N/A	2019



GOAL 3.1: INVEST IN CAPITAL IMPROVEMENTS THAT BENEFIT BOTH COUNTY RESIDENTS + VISITORS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Implement County plans for extensions, upgrades, maintenance and new trails that benefit visitors and residents of all activity skill levels. Increase funding and staff to address trail maintenance and improvement deficiencies.	LAC	\$\$	Trails Funding	Ongoing
Make improvements to Overlook Park, including facilities needed to host tournaments.	LAC	\$100,000	CIP Fund	2019



GOAL 3.2: MAKE DOWNTOWN LOS ALAMOS + WHITE ROCK AESTHETICALLY PLEASING & WELCOMING TO VISITORS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Revise the Los Alamos County Downtown and Mixed-Use District Development Standards to include desired design outcomes and comprehensive approaches for subareas and street corridors. Provide greater guidance and requirements for pedestrian environments and connectivity, streetscape and landscape requirements.	LAC, Urban design consultant	\$75,000	General Fund	2018
Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.	LAC	N/A	N/A	Ongoing
Develop a streetscape design improvement plan for Trinity Drive to improve the appearance and function for pedestrians, bicyclists, and motorists. Improve connectivity to visitor attractions and services with improved pedestrian environment and wayfinding.	LAC, NMDOT, design consultant	\$75,000	NMDOT and General Fund	2019
Facilitate development of a MainStreet program for White Rock. Pursue state designation.	LAC, MainStreet Program	N/A	N/A	2018
Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays. Continue to partner with local businesses and incentivize their participation in the MainStreet and Creative District	LAC, MainStreet Program	\$?	Ongoing



GOAL 4.1: CULTIVATE STRATEGIC PARTNERSHIPS TO ENSURE OPERATIONAL SUCCESS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Expand efforts with LANL to partner more with community and visitor activities, events and services.	LAC, LANL	N/A	N/A	Quarterly
Improve approval, permitting, resources and assistance to community groups and event organizers for events.	LAC, events management	N/A	N/A	2019
Expand specific strategies and action plans to increase partnerships with regional economic development entities (e.g. Santa Fe, Taos, Albuquerque, Angel Fire, Red River, Pueblos) to grow visits to Los Alamos.	LAC, and regional partners	N/A	N/A	2018
Explore ways to partner and collaborate with Northern Rio Grande Heritage Area (NRGHA) to enhance visitor experience and education of entire region.	LAC, NPS, NRGHA	N/A	N/A	2018
Continue to participate in and implement the results of the Stronger Economies Together (SET) Strategic Plan for the Mid Central Rural Corridor, involving Sandoval and Bernalillo counties. Develop and coordinate regional tourism opportunities through this planning effort.	LAC, SET partnerships	\$	State Grant	Ongoing
Continue to participate in the State of New Mexico True Tourism marketing, promotion, programs and activities.	LAC, NMT	N/A	N/A	Ongoing



GOAL 4.2: MODIFY INSTITUTIONAL STRUCTURES TO SUPPORT THE EFFICIENT IMPLEMENTATION OF TOURISM EFFORTS

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Create a downtown parking improvement district that includes public and private parking.	LAC	\$100,000	General Fund	2019
Explore the creation of a Redevelopment Agency to implement redevelopment and beautification efforts.	LAC	N/A	N/A	2018
Transition to County Tourism Department and structure new tourism contracts accordingly.	LAC	N/A	N/A	2018–2019
Transition the Tourism Work Group to form a consolidated board to advise the new Tourism Department.	LAC, TWG	N/A	N/A	2018-2019

REDEVELOPMENT AGENCY EXAMPLE: PLACER COUNTY

The Placer County Board of Supervisors created a Redevelopment Agency to develop and manage community improvement projects relating to economic development and infrastructure improvements in its project areas – in this case Tahoe City, Kings Beach, and Tahoe Vista. In addition, the agency has county wide responsibilities for the Workforce Housing Program.

In order to maximize benefits to the community, the agency has worked with the downtown business community (its targeted area to develop projects

and programs specifically to improve long-term economic conditions). The resultant strategic plans and expenditures have been approved by the agency board of directors.

The Resort Association is an association of businesses from a much broader geographic and business base. It also encompasses the downtown areas that are the primary focus of the Redevelopment Agency. It has membership income as well as TOT revenue allocated to it by both the Board of Supervisors and North Lake Tahoe Tourism

and Community Investment Master Plan. Its charter includes an infrastructure element that, although broader than the agency's area of responsibility, has a significant area of correlation.

As a result, the Redevelopment Agency and the Resort Association are natural partners on economic development and infrastructure projects that positively affect the downtown areas of Tahoe City, Kings Beach and Tahoe Vista.



GOAL 4.3: SECURE AND OPTIMIZE PUBLIC + PRIVATE FUNDING BASED ON STRATEGIC CRITERIA

ACTION ITEM	RESPONSIBLE PARTY + PARTNERS	RELATIVE COST	FUNDING SOURCE	IMPLEMENTATION TIMING
Contract the creation of a visitor intercept interview survey instrument and methodology.	LAC, survey consultant	\$50,000	LACLT	2018
Conduct visitor intercept interview surveys to measure performance and help calibrate marketing efforts and visitor services.	LAC, volunteers (NPS friends groups) or survey consultant	\$20,000	LACLT	Biannual
Develop an agreement with attractions, hotels, merchants and event organizers for the collection of visitor information. Visitor data may be collected through electronic questionnaires, kiosks, online purchase records, or registration records. Standardize reporting methods.	LAC, key attractions, hotels, event organizers	\$50,000	LACLT	2018
Analyze and report visitor data to provide return on investment information.	LAC or survey consultant	N/A	N/A	Biannual
Develop capital improvement budgets for tourism projects prioritizing investments that provide the most value to residents and local businesses. Include ROI calculations.	LAC	N/A	N/A	Annual
Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments.	LAC, Lodgers' Tax Advisory Board	N/A	N/A	2018
Apply for New Mexico Tourism grants and seek additional state economic development grants.	LAC and partners	N/A	N/A	Biannual
Monitor and advocate for funding of New Mexico Main Street Capital Outlay Grant program. Identify qualifying projects and partners for grant opportunities when they become available.	LAC, LA Main Street	N/A	N/A	Biannual

INFORMATION COLLECTED IN VISITOR PROFILE + SATISFACTION SURVEYS

Methods for data collection of visitor characteristics and satisfaction levels involve conducting surveys to obtain responses through intercept interviews and kiosks located in key visitor locations. Because visitation often varies for communities seasonally, conducting a survey for more than one period a year is advised.

The types of information typically collected in these surveys include the following:

- Demographic Characteristics: age, gender, income,

household status, country and zip-code of origin.

- Trip Characteristics: duration (overnight, seasonal resident, day visitor), accommodations, travel companions and party, repeat visitation, and transportation method.
- Trip Activities and Events: purpose of visit, activities participate in, attractions visited and special events.
- Expenditures: expenditures

by type, total spending per destination.

- Information: sources used to gather information about the area, information that influenced visitation decision.
- Satisfaction with Experience: satisfaction ratings (friendliness of people, vacation value, amenities/things to do, customer service, accommodations, restaurants), additions desired, preference attributes.

AIRBNB LODGING TAX

In 2017, Airbnb started collecting hotel occupancy tax in jurisdictions that require that tax to be collected for short-term accommodations. The tax is now a line item that guests see on their reservations, just like an ordinary hotel bill. Previously, hosts were required to collect and remit the tax to the local jurisdiction.

Los Alamos should ensure, and revise if necessary, that it is clear in the ordinance that created the Lodgers' Tax, that it applies to rentals such as Airbnb and VRBO.

Some communities with large visitor populations and hundreds of Airbnb properties, such as Avon, Colorado, have created

new ordinances that designate which areas or neighborhoods that this type of short term rental is permitted and areas not allowed.

COMMUNITY INDICATORS

Developing a suite of indicators to monitor goals, implementation progress, and impacts relating to tourism development will be beneficial for Los Alamos. A monitoring program tracks progress, informs decision-making and ensures accountability toward goals. Key sources of information should be used to compile the monitoring and reporting results include data from Los Alamos County (multiple departments), Discover Los Alamos meeting & visitor bureau, Los Alamos Community Perception Survey, local utility providers, New Mexico Department of Transportation, and other sources.

The Tourism Strategic Plan recommends that Community Performance Indicators initially be implemented to monitor two areas.

- Enhancing the Visitor Experience
- Enriching Community Life

The addition of these metrics would help augment current tracking of visitor numbers, spending and Lodgers' Tax receipts. As monitoring becomes more systematic, the County may want to consider performance indicators in additional areas such as protecting the environment, ensuring economic vitality and partnering for success.

Enhancing the Visitor Experience:

- Visitor satisfaction
- Visitor attendance at visitor centers and key attractions
- Number of room nights

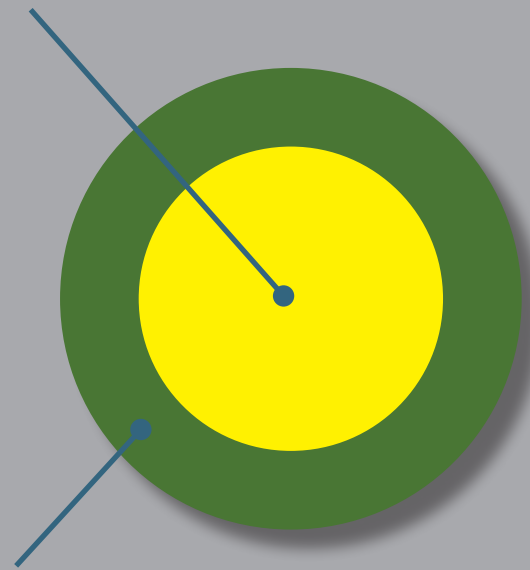
Enriching Community Life:

- Quality of life
- Overall resident satisfaction
- Satisfaction with recreation opportunities
- Quality of services
- Sense of safety

GRAPHICALLY TRACKING PERFORMANCE INDICATORS: RESORT MUNICIPALITY OF WHISTLER, BC CANADA

STATISTICAL TREND

- desired direction
- undesired direction
- no change, or statistically insignificant change



PERFORMANCE RELATIVE TO TARGET LEVEL

- satisfied with current level of performance
- not satisfied with current level of performance
- desired target level unknown

SUMMARY

Tourism as an economic driver has many positive impacts to a community. Los Alamos has historically been heavily dependent on LANL at its economic driver. Through implementation of a strategic plan, Los Alamos has the opportunity to significantly diversify its economic base through tourism. A tourism economy needs to be carefully planned and the impacts of tourism growth carefully managed.

- Visitors generate sales and hotel tax (in New Mexico, gross receipt and lodgers' tax).
- Visitors support local businesses, especially retail stores and restaurants. In many towns, the local, permanent population is not large enough to sustain good restaurants and a variety of retail stores.
- In tourism-based economies where second home ownership is common, part-time residents pay property tax but do not utilize things like schools and special districts that the mill levy funds.
- A sustainable tourism economy is one that supports the long-term interests of local residents and visitors.
- When tourism grows haphazardly, the community may not be equipped to deal with population growth, change in land use patterns and demand on infrastructure (i.e., water, sewer, roadways).

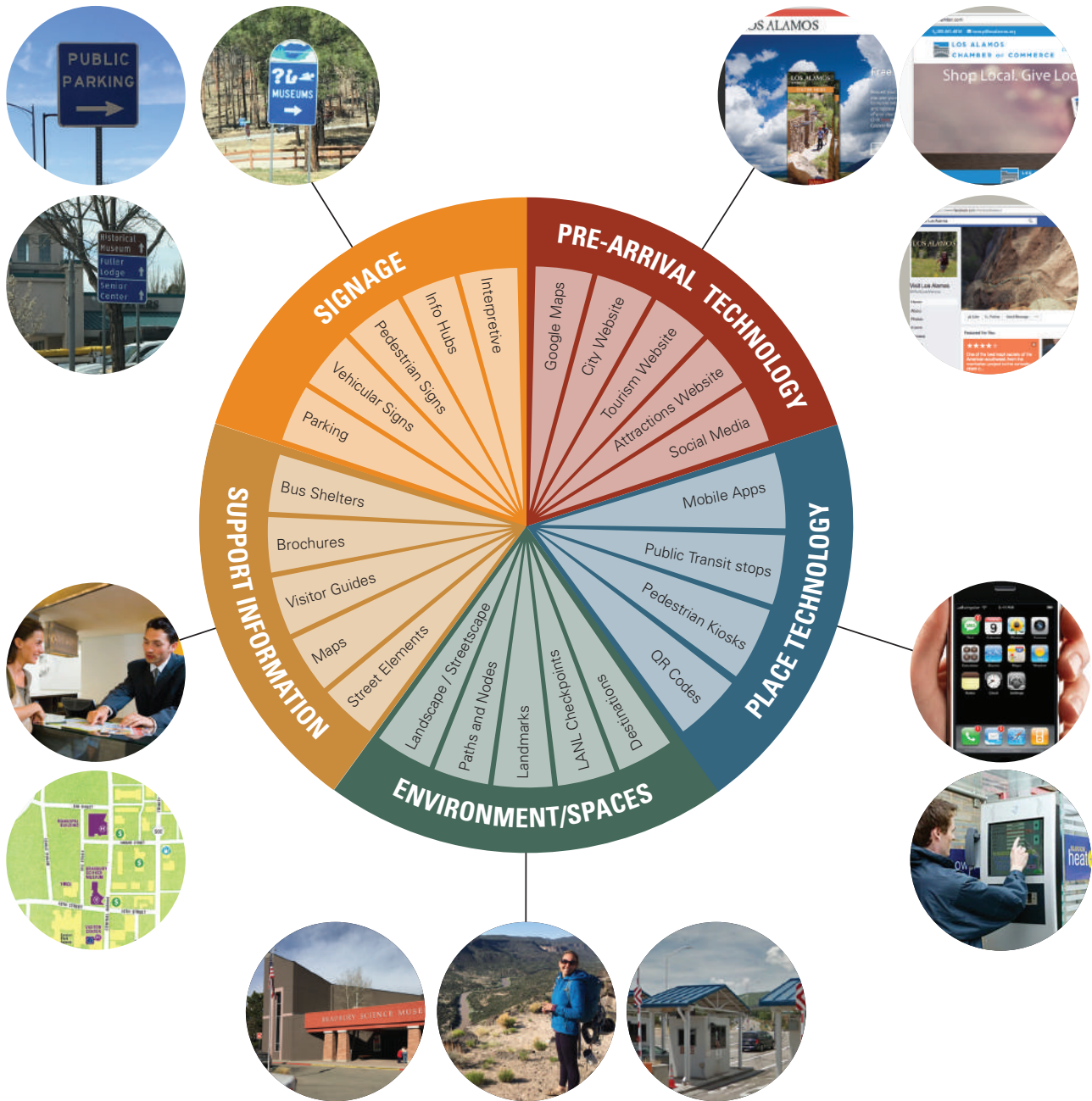


Central Avenue winter lights
Photographer: Leslie Bucklin





WAYFINDING ANALYSIS

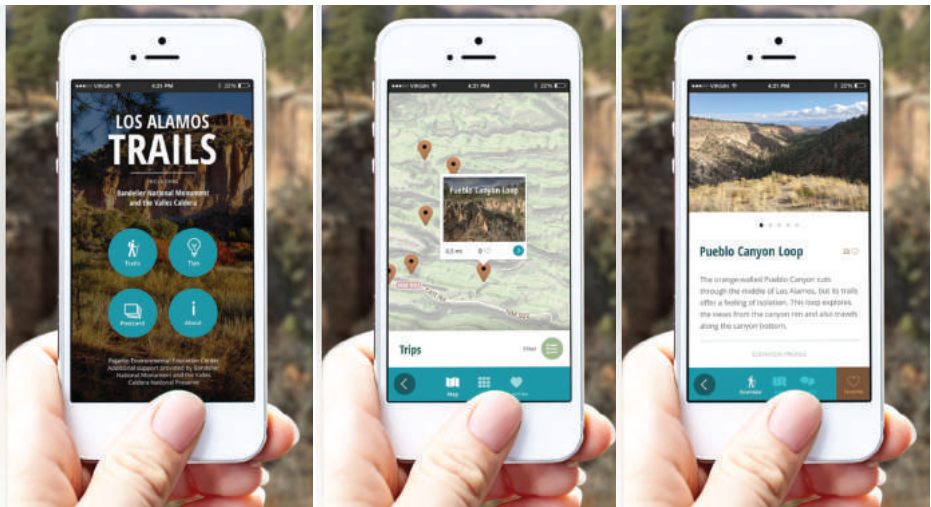


GENERAL TRAVEL APPS

- City Maps
- My City Way
- Yelp
- My Local
- Open Table
- Kayak
- Park My Car
(Parking Lot/Garage finder)



Los Alamos Trails app



Outdoor Charging station/bench



Los Alamos: The Secret City of the Manhattan Project



Touch Kiosk / NYC MTA



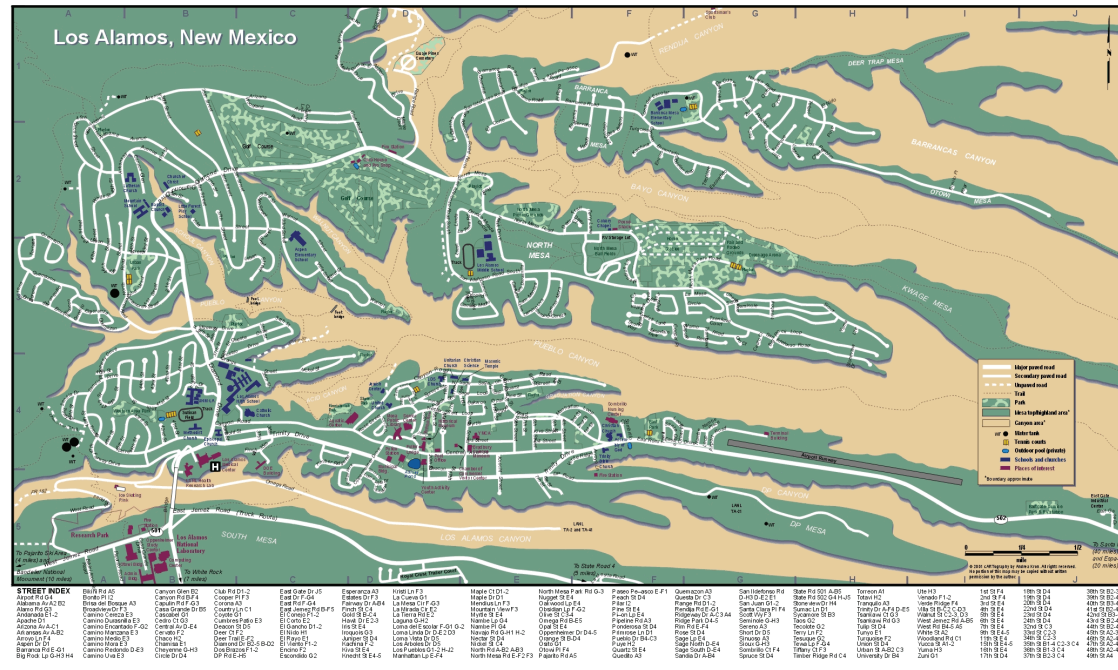
Attachment B Audio Tour utilizes a visitors phone



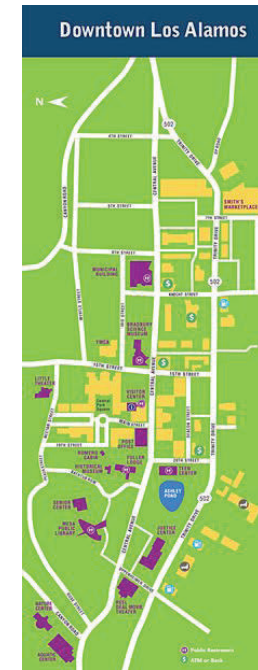
Interactive Info Kiosk

Typical wayfinding resources the maps will have to be designed for include:

- Brochures (printed/paper)
- Kiosks (static–printed/ext. grade)
- Kiosks (static–illum./ext. grade)
- Signage (static–printed/ext. grade)
- Websites (computer screens)
- Hand-held device (interactive)
- Video Screens (interactive)
- Bus stops (vinyl graphics)



Existing Los Alamos Map. Graphically showing the mesas and canyons is helpful for a visitor

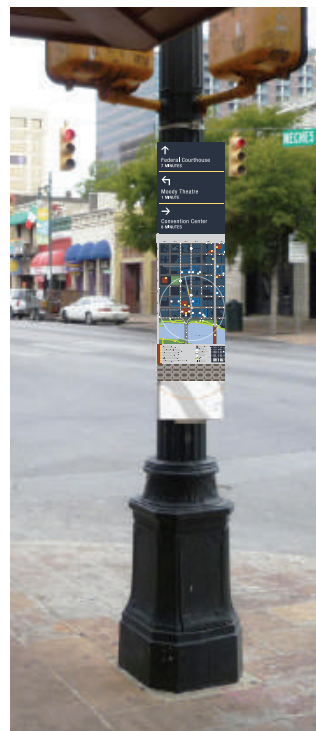


Existing Downtown Los Alamos Map



Proposed orientation map design: simplified grid, calmer colors, add parking

Good examples of an urban orientation mapping system



Austin Map crop with 5-minute walk radius and additional directions on pedestrian sign.

Downtown Austin Map: Districts are called out with text. Public transportation stops are called out with icons.

The High Line, NY map: A very minimal and clean design approach.

City of Bentonville, Arkansas Visitor Center wall map

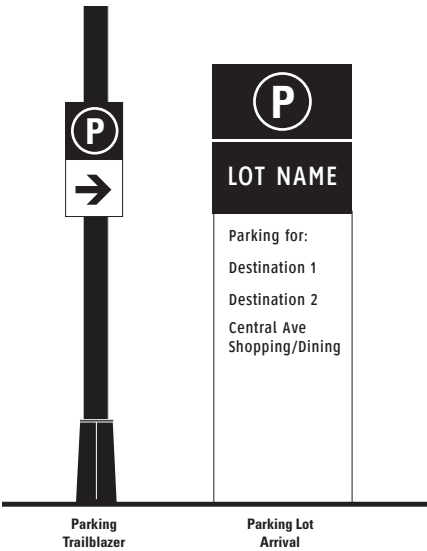
PUBLIC PARKING: EXISTING CONDITIONS

Parking in any urban environment can be difficult. The issue of parking within this wayfinding study is not meant to be a study in parking capacities, or utilization, but it does look at the parking situation from its placement in the wayfinding hierarchy and the image the city is presenting to visitors upon their arrival.

If parking is easier to find and presented in a organized manner, Los Alamos will be perceived as a friendly and caring environment that wants to assist visitors and residents alike.

OBSERVATIONS AND ISSUES:
There is little in the way of Parking Information for a visitor in Los Alamos. 98% of parking is privately-owned. Visitors are actually allowed to park anywhere, but without some information that informs the visitor of that fact, Parking could be seen as very limited.

PARKING ASSOCIATION LOTS:
Three lots that belong to a Los Alamos Parking Association would signed to as public parking lots in the wayfinding system. These are lots P2, P3 & P8 on the map at right.



Currently, parking directional signs are not consistent in presenting a clear path to guide visitors to areas where they may park. And once visitors do find a parking lot, it is unclear if visitors are permitted to park there.

We will explore ways to present all public parking lots in a consistent manner.

PARKING LOT NAMES
It is easier to locate Parking Lots if they are named after the street or attraction they are located near. This a strategy practiced by MERJE. Currently, no lots are named in Los Alamos, and there is very little parking information available for a visitor. We also recommend looking at ways to add address information to lot signage, to aid in wayfinding and help visitors when they are trying to locate a lot.

POSSIBLE PARKING LOT NAMES:

- **P1:** Municipal Lot
- **P2:** Visitor Center Lot
- **P3:** 15th Street Lot
- **P4:** 20th Street Lot
- **P5:** History Campus Lot
- **P6:** Central Avenue Lot
- **P7:** Library Lot
- **P8:** Justice Center Lot
- **P9:** Ashley Pond Lot
- **P10:** Deacon Street Lot



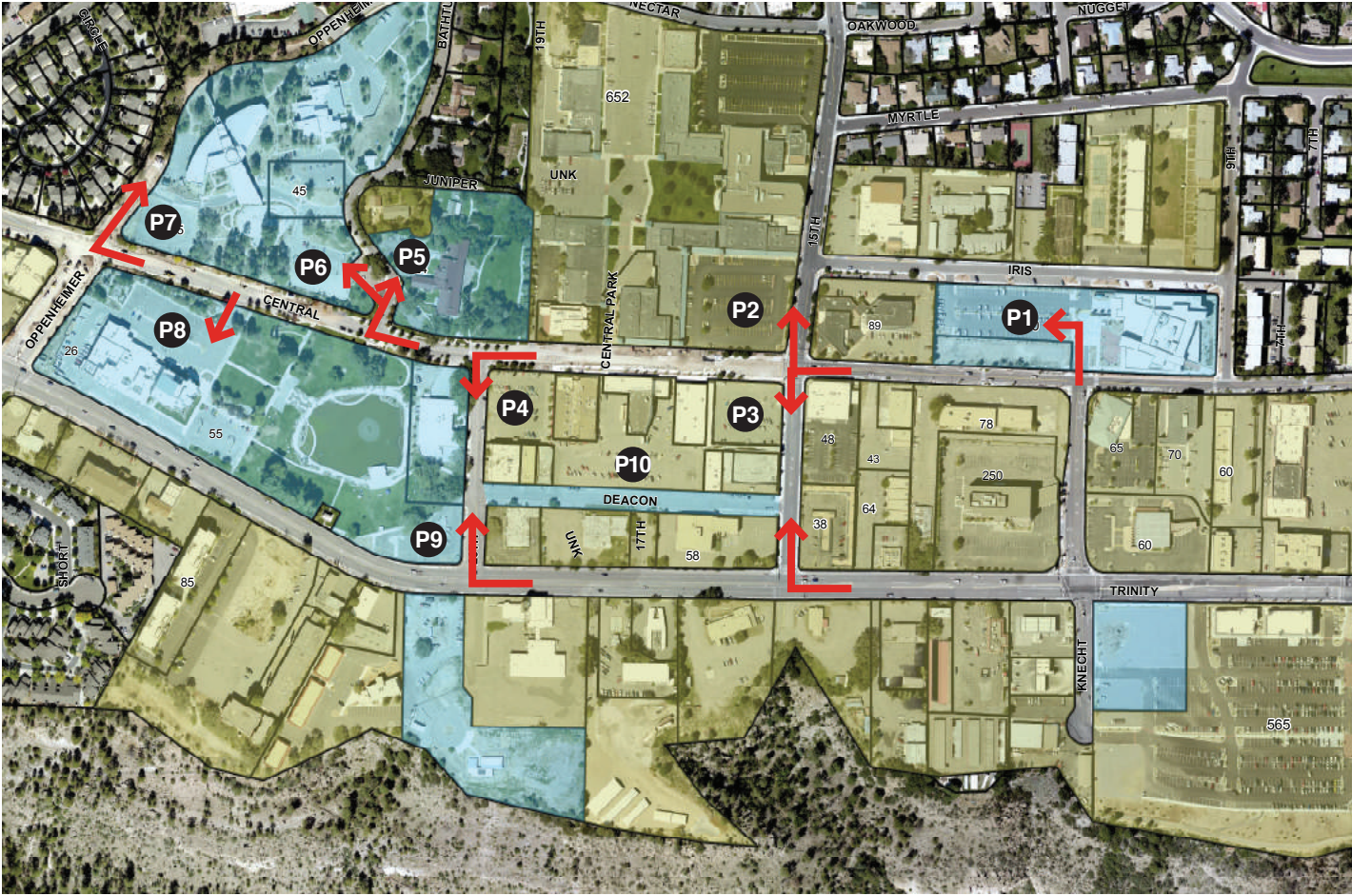
Deacon Street is slated to become a more welcoming street in the future.



20th Street Lot



Parking lot at Ashley Pond



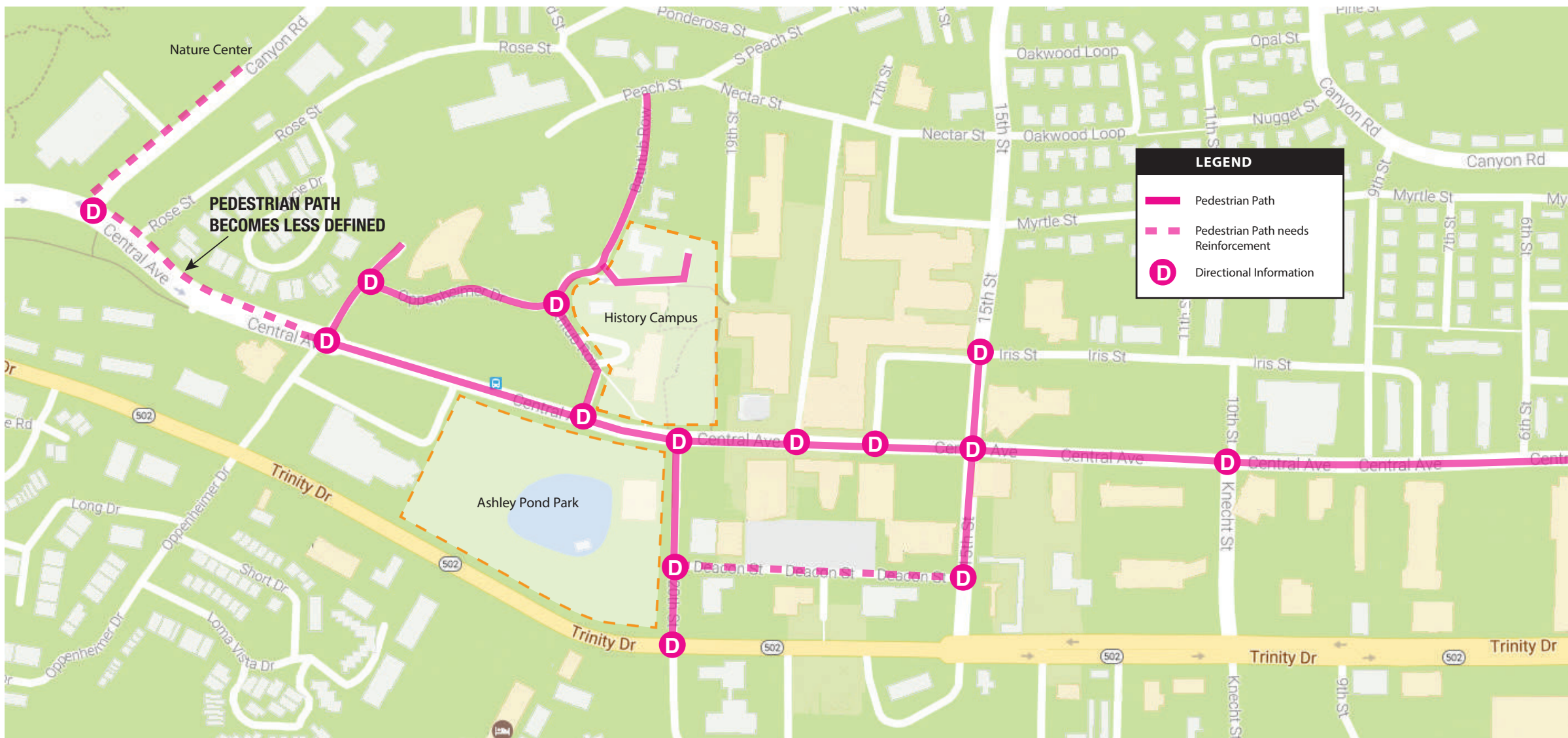
Overview of lots to be designated as public parking and entry from main roads.



Existing Library lot (P7) signage



Parking Trailblazer off Trinity Drive



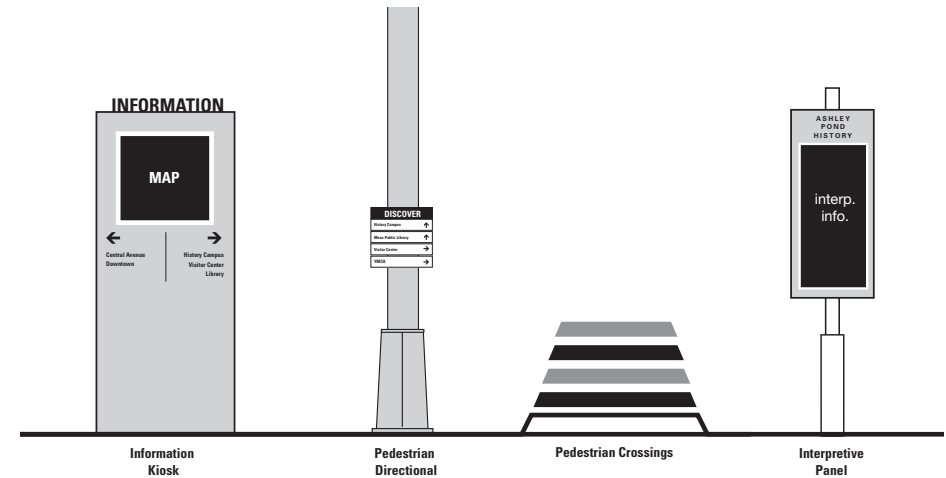
There are several crosswalks on Central Avenue



Existing streetscape furniture and lightpoles are painted gray



Existing Kiosks and Signposts provide much information



Attachment B



Solar powered tree sculptures



Solar powered benches with charging station



Pedestrian paths through Ashley Pond Park...



...could glow at night with a Solar top coat treatment on existing walkways.



Attachment 3 Creative crosswalk treatments



Utilize existing building to be wayfinding landmark/information hub.



Technology Information kiosk



A creative way to create a visual path leading to the Nature Center, which feels removed from the Downtown.

A SENSE OF DISCOVERY

Los Alamos takes pride in being known as a hub of innovation and discovery, and home to the prestigious Los Alamos National Laboratory. With the opening of the Manhattan Project Site NPS Visitor Center and plans for more sites relating to the Secret City opening in the future, there is also an opportunity to promote this historic aspect of Los Alamos. There are several opportunities for placemaking elements in the Downtown that can highlight both the Secret City and current scientific innovations that happen in Los Alamos everyday. This can be accomplished in sharing “fun facts” on pedestrian elements or at trailheads, incorporating graphics into crosswalks, or having technology elements incorporated into kiosks or other wayfinding elements.

SOLAR POWER

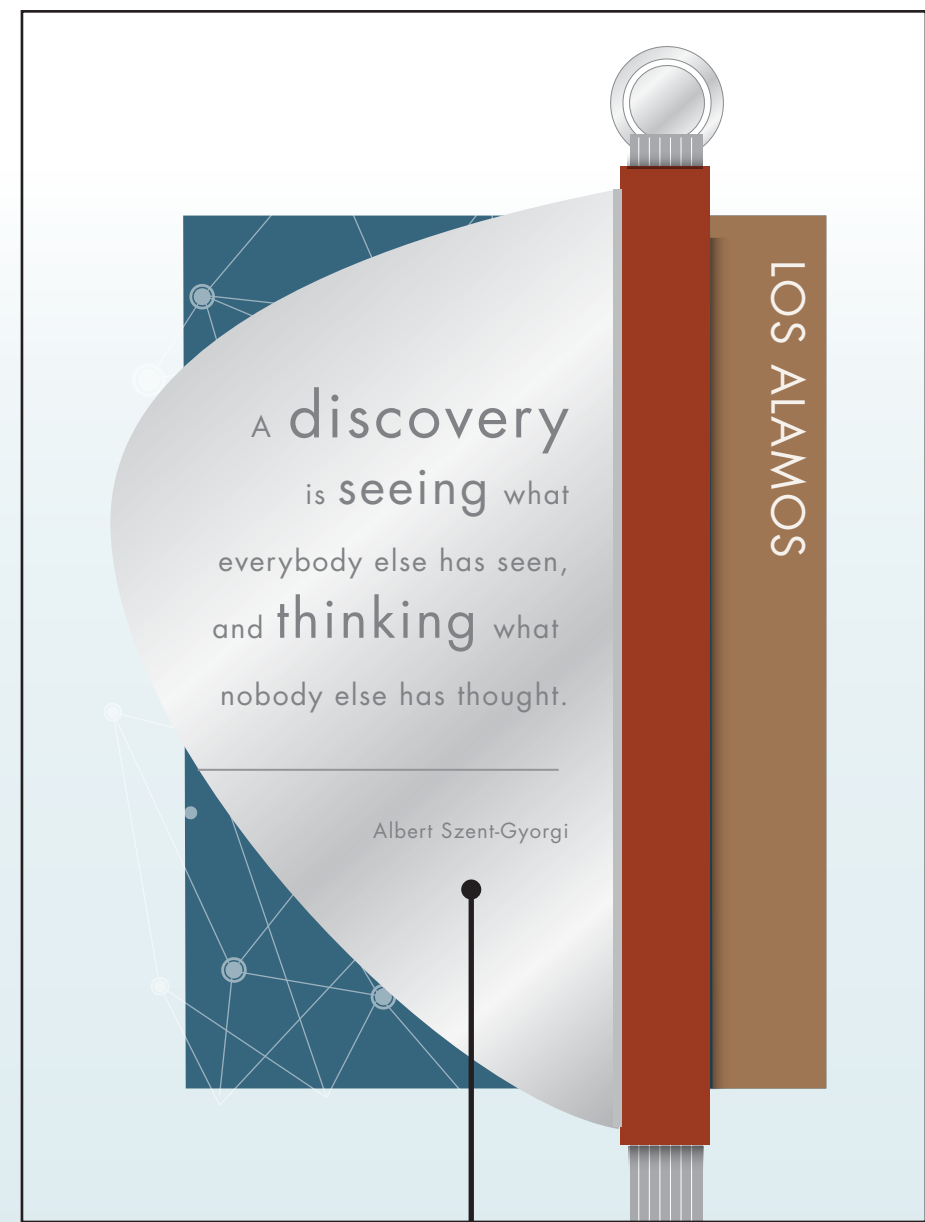
The climate of Los Alamos lends itself well to utilizing solar power. Solar panels can be used to power pedestrian kiosks, or charging stations. Solar power can be used in public art features or paint treatments.

INFORMATION HUB AT 501 & 4

Re-purposing the abandoned checkpoint building at the intersection of 501 and 4 would be a way to provide wayfinding information and preserve a piece of Secret City history. There is a pull-off/ parking area across the street from this building where a kiosk or interpretive information could be displayed. Keeping the character of the checkpoint building as it is, but adding graphic panels in place of the boarded up windows could turn this building into a useful wayfinding landmark.

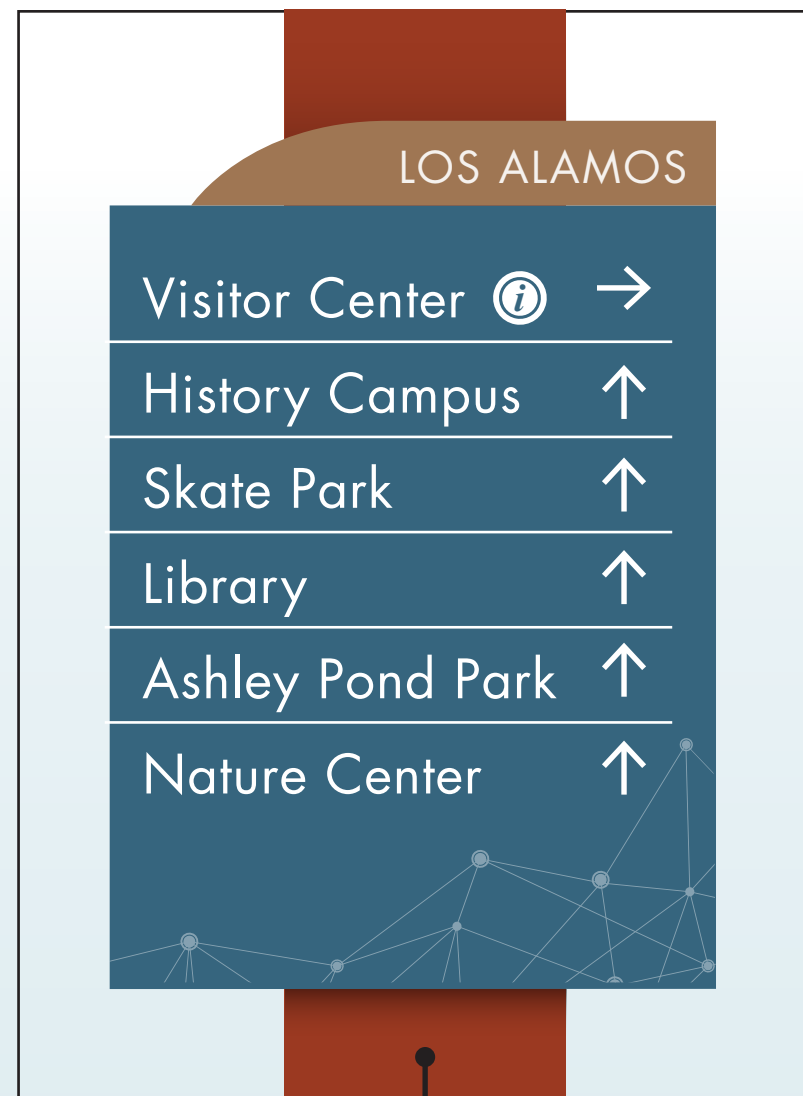
ORIGINAL

SCHEMATIC DESIGNS



Back View

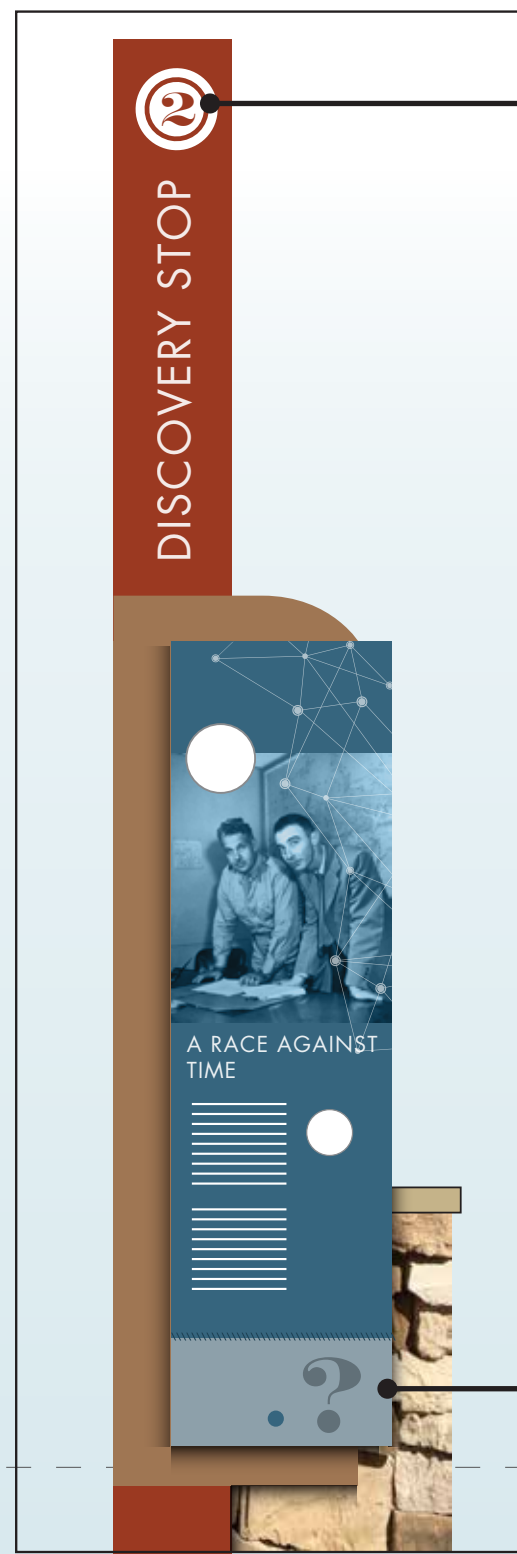
Reuse quotes from existing kiosks



Brand Colors

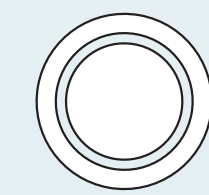


Kiosk Map with Logo, parking lots

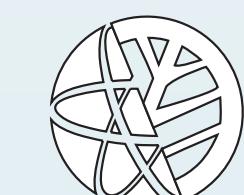


"Discovery Tour" could have several stops in the Downtown

Panel lifts to reveal Los Alamos fact

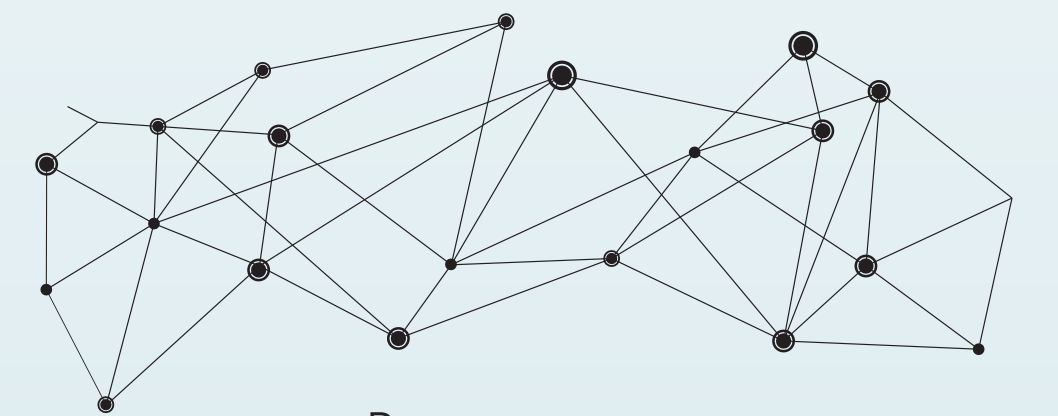


Shape

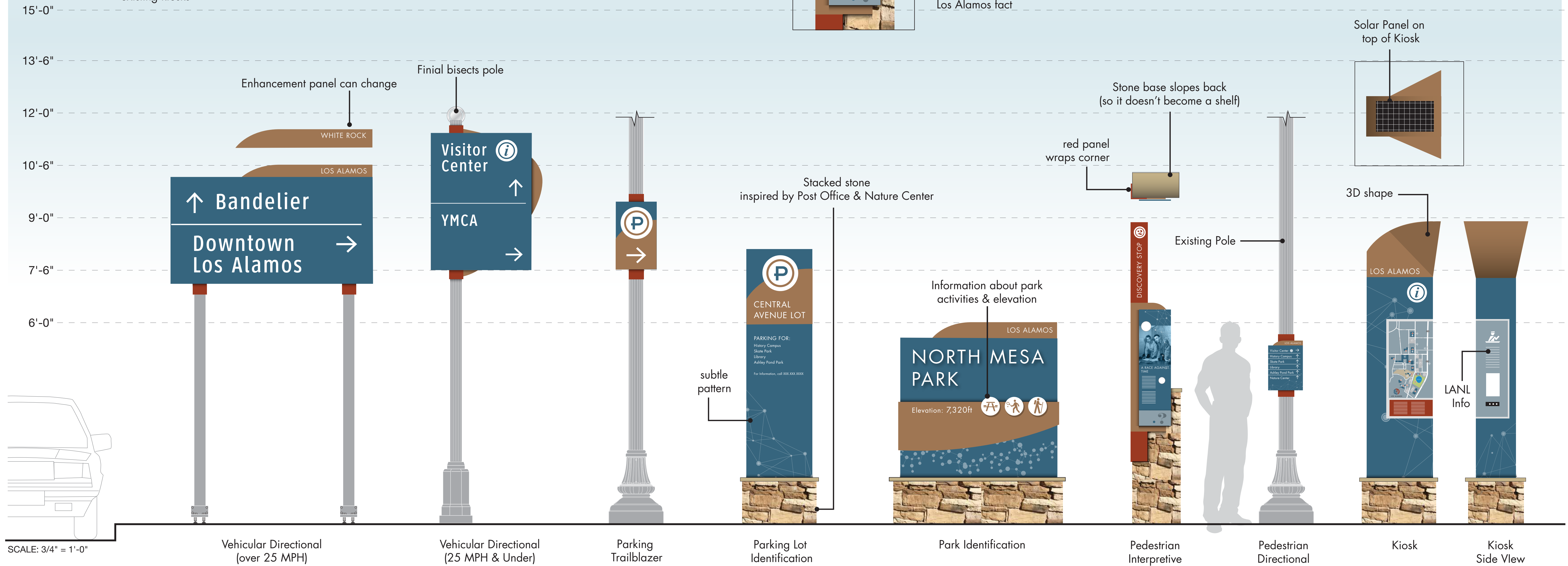


LOS ALAMOS

Brand



Pattern



SCALE: 3/4" = 1'-0"

Vehicular Directional (over 25 MPH)

Vehicular Directional (25 MPH & Under)

Parking Trailblazer

Parking Lot Identification

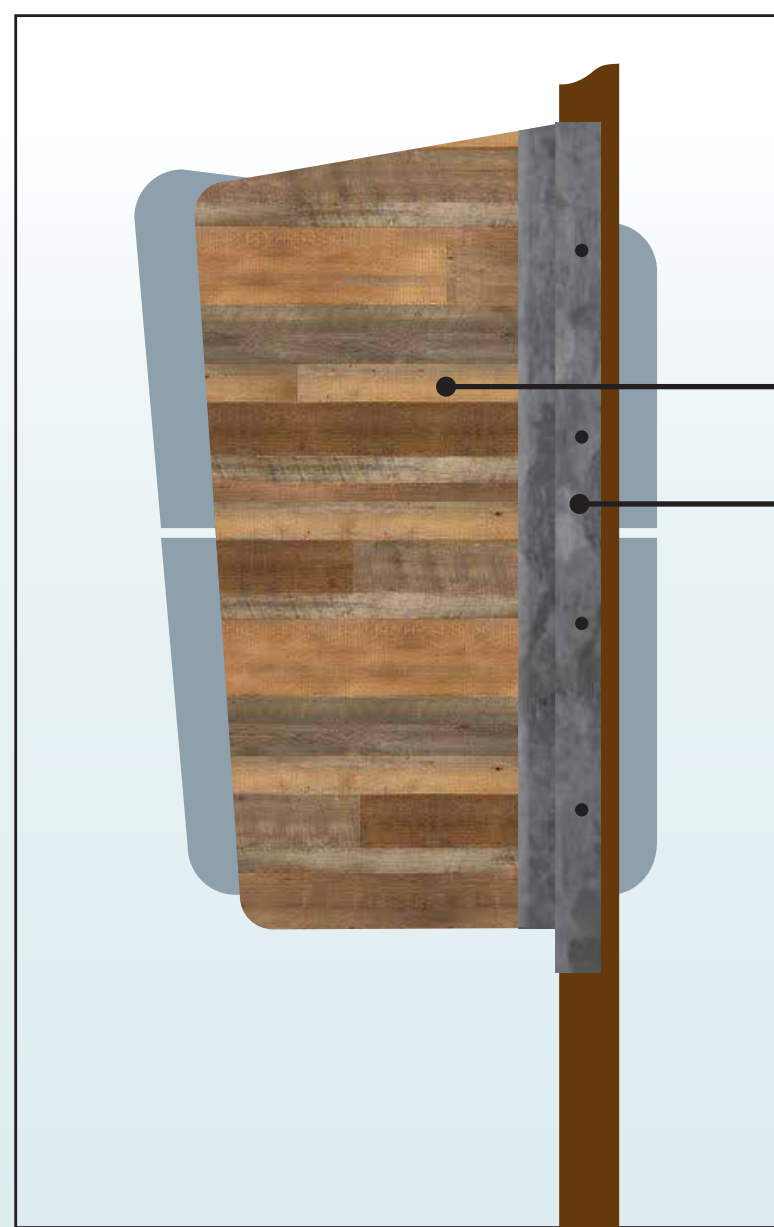
Park Identification

Pedestrian Interpretive

Pedestrian Directional (Existing Pole)

Kiosk

Kiosk Side View



Wood Panel
Galvanized
Metal Bracket



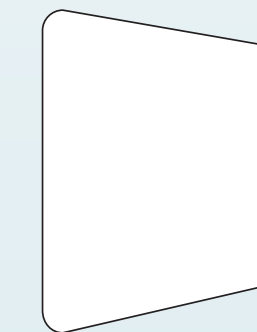
Secret City Totem
(Close Up)



Pedestrian Directional
(Close Up)



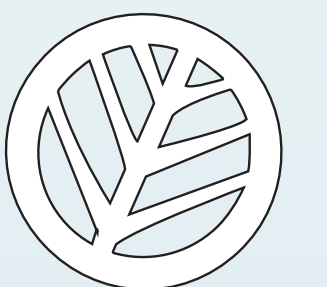
Information Kiosk
(Close Up)



Shape



Material



Symbols

15'-0"

13'-6"

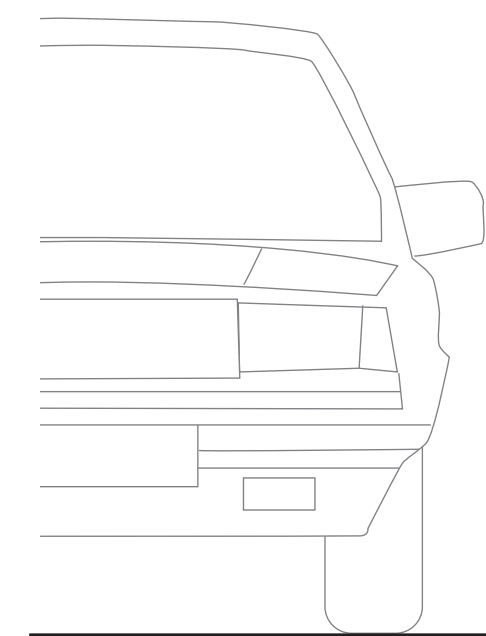
12'-0"

10'-6"

9'-0"

7'-6"

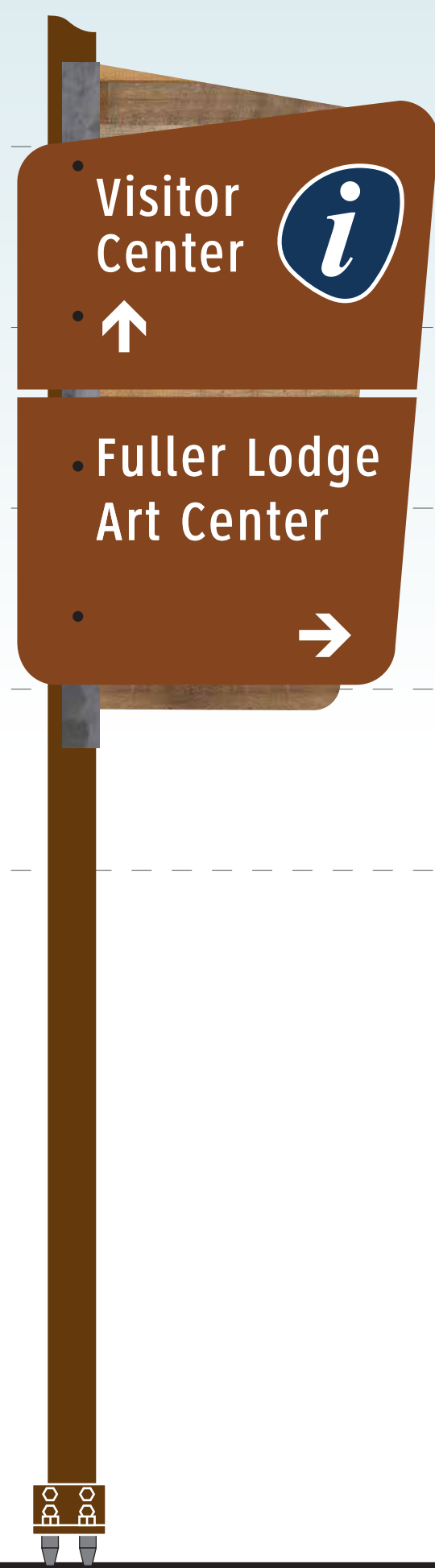
6'-0"



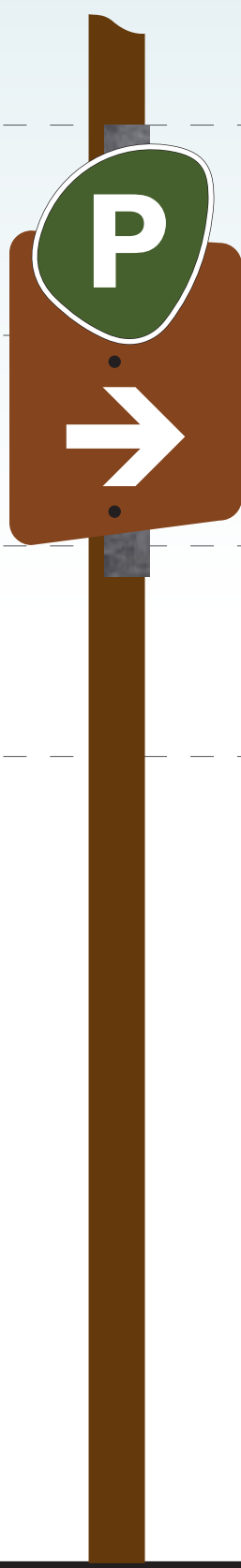
SCALE: 3/4" = 1'-0"



Vehicular Directional
(over 25 MPH)



Vehicular Directional
(over 25 MPH)



Parking
Trailblazer



Parking Lot
Identification

Possible
landscaping can
incorporate
interpretive
mineral information



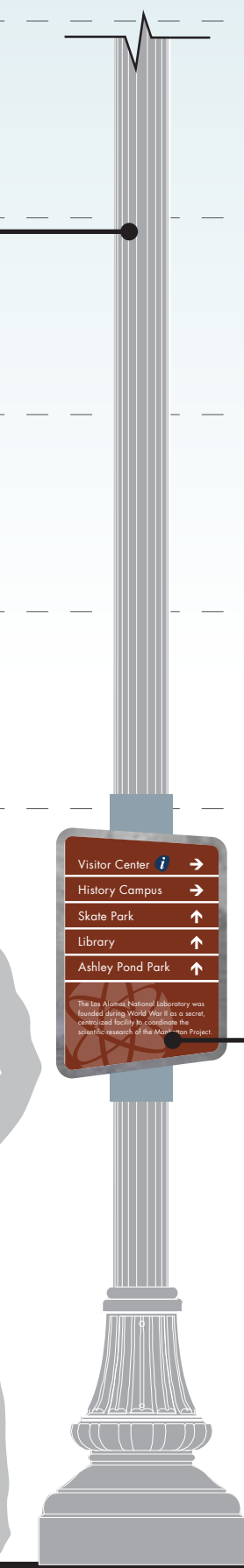
Park Identification



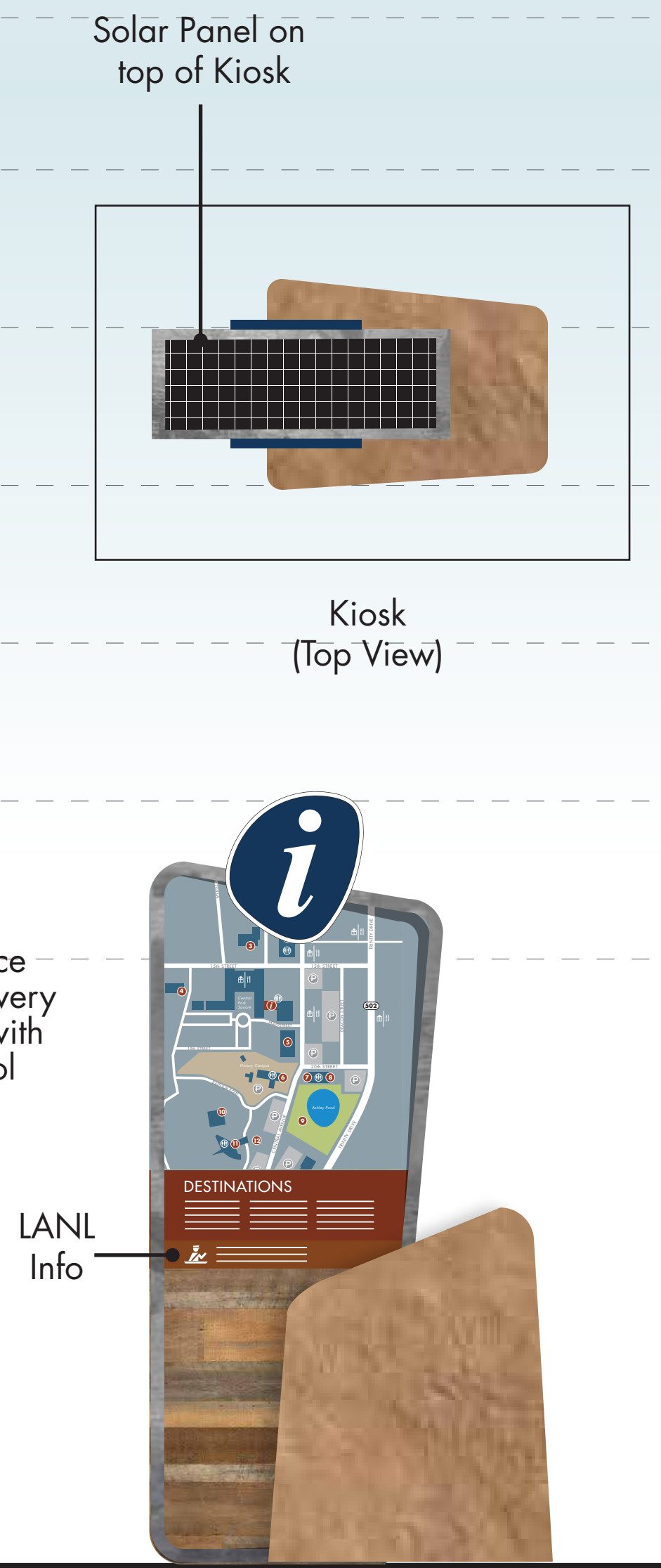
Secret City
Totem



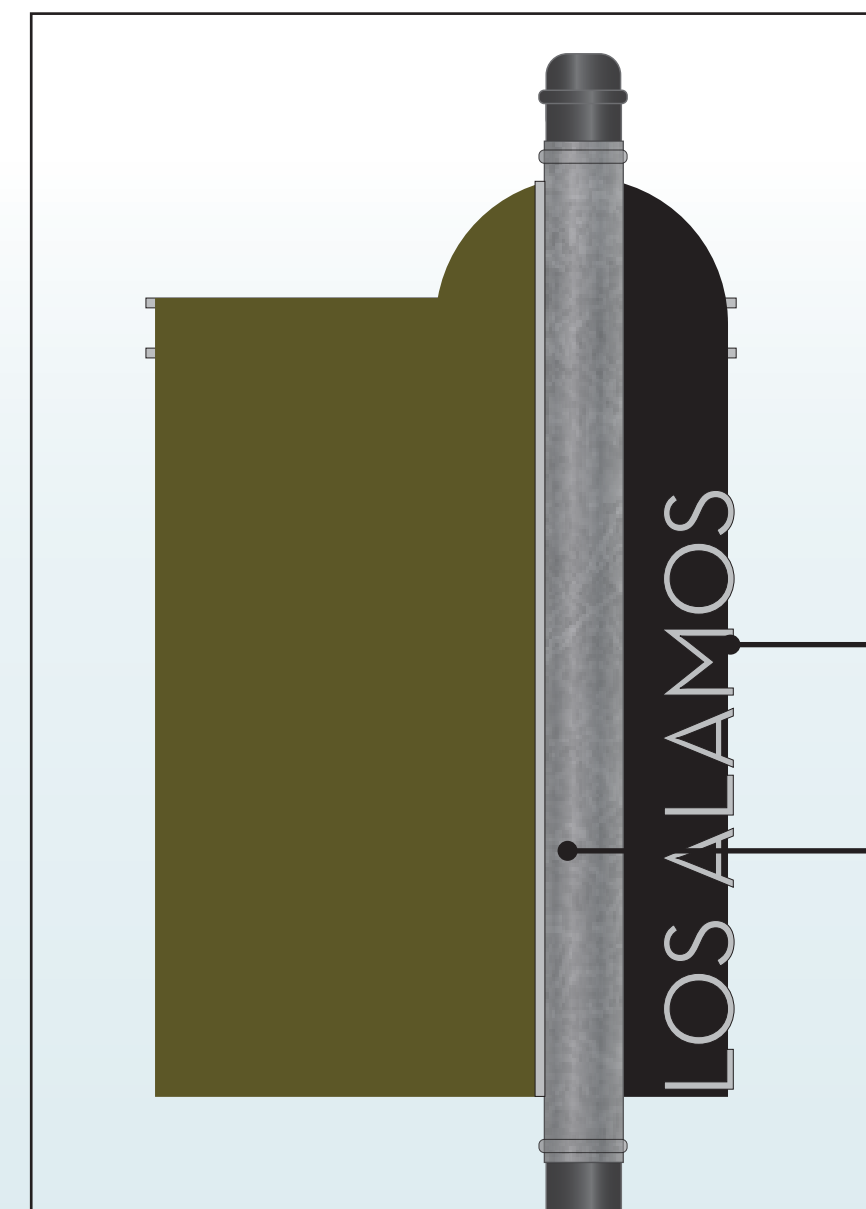
Secret City
Totem (Side)



Pedestrian
Directional
(Existing Pole)



Kiosk

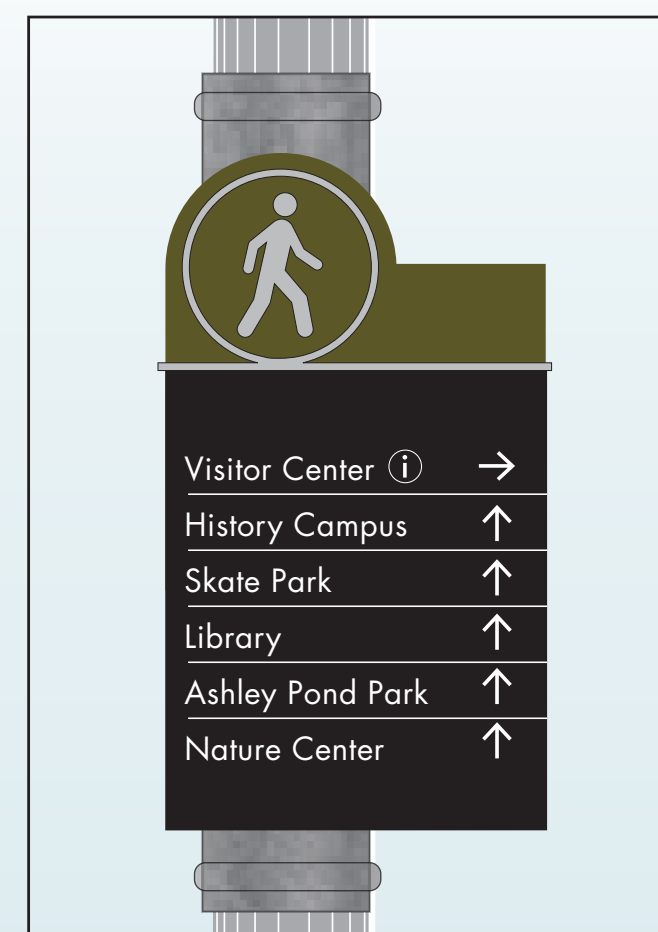


Metal Type Detail
Distressed Piping

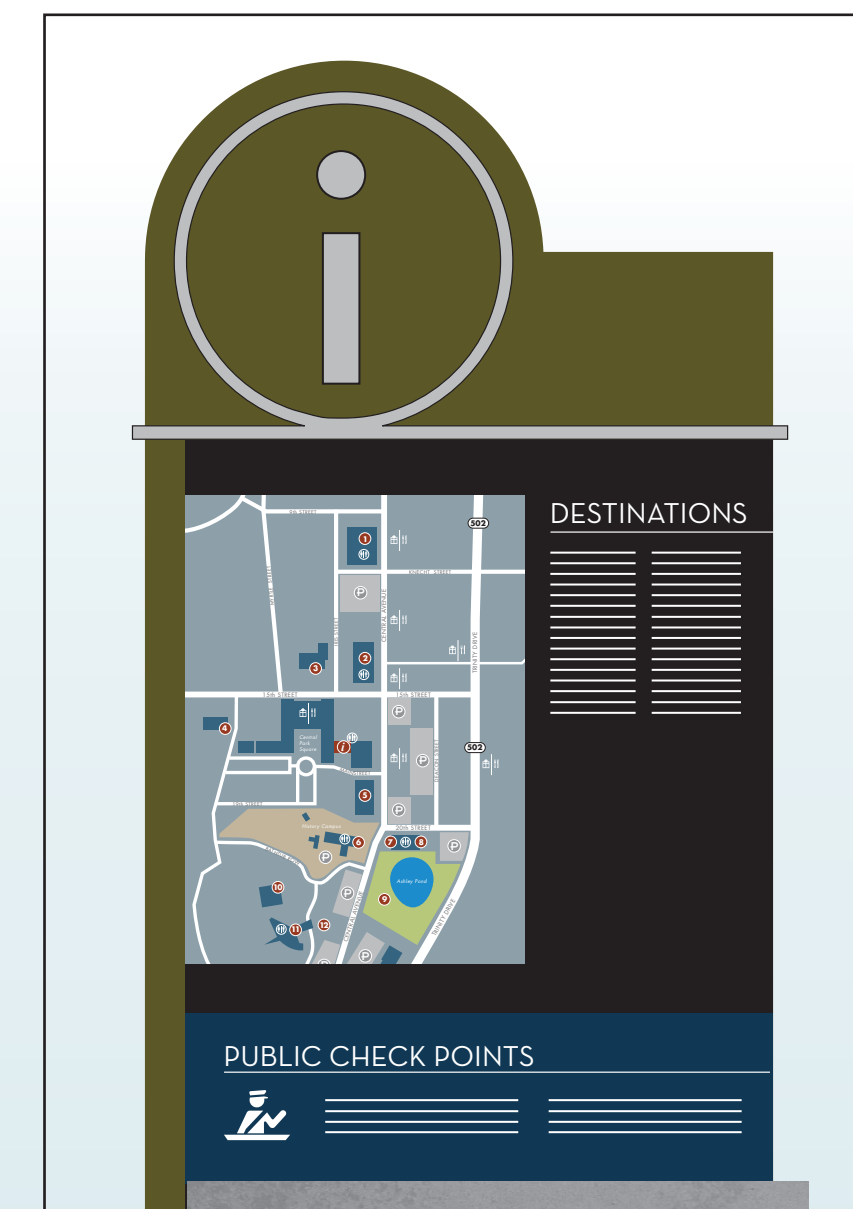
Vehicular Directional
(Back)



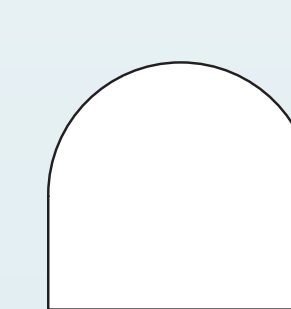
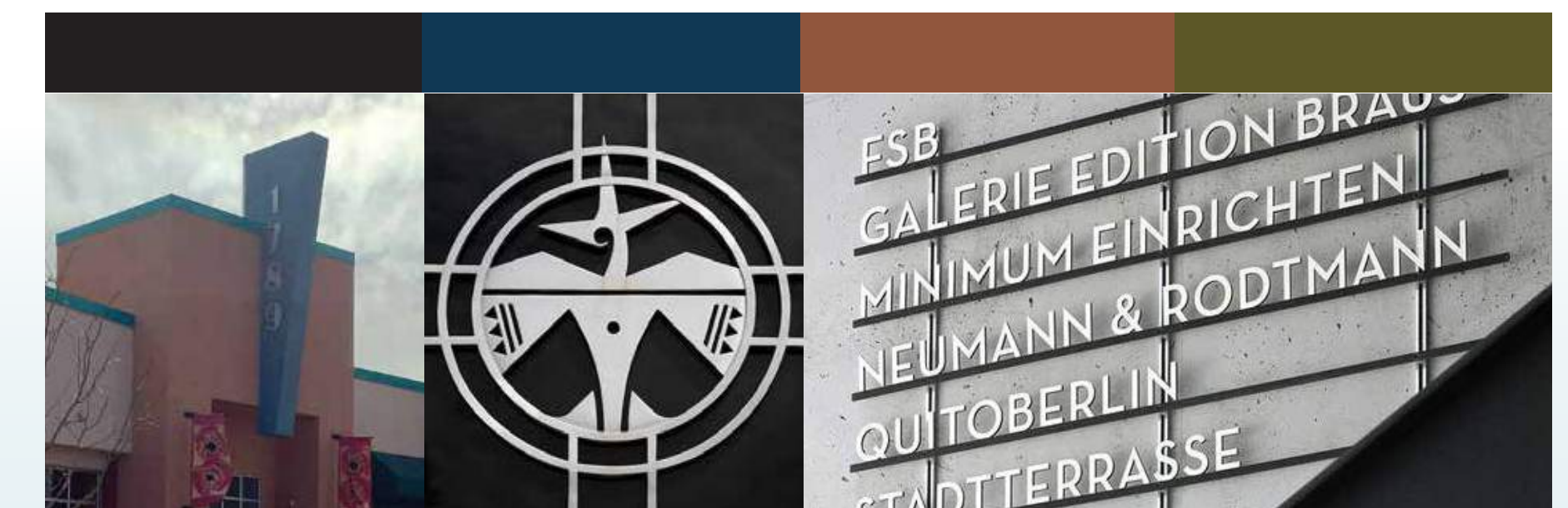
Interpretive Panel
(Side)



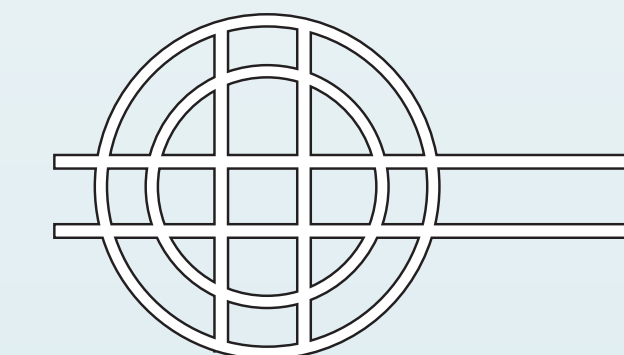
Pedestrian Directional
(Close Up)



Information Kiosk
(Close Up)



Shape



Form

LOS ALAMOS

Typography

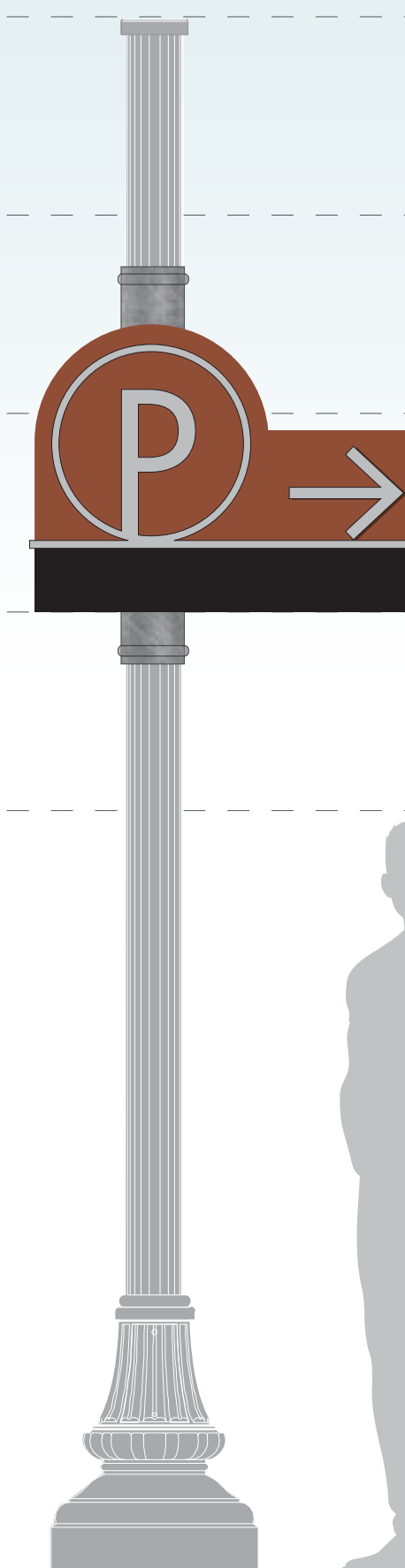


Vehicular Directional
(over 25 MPH)

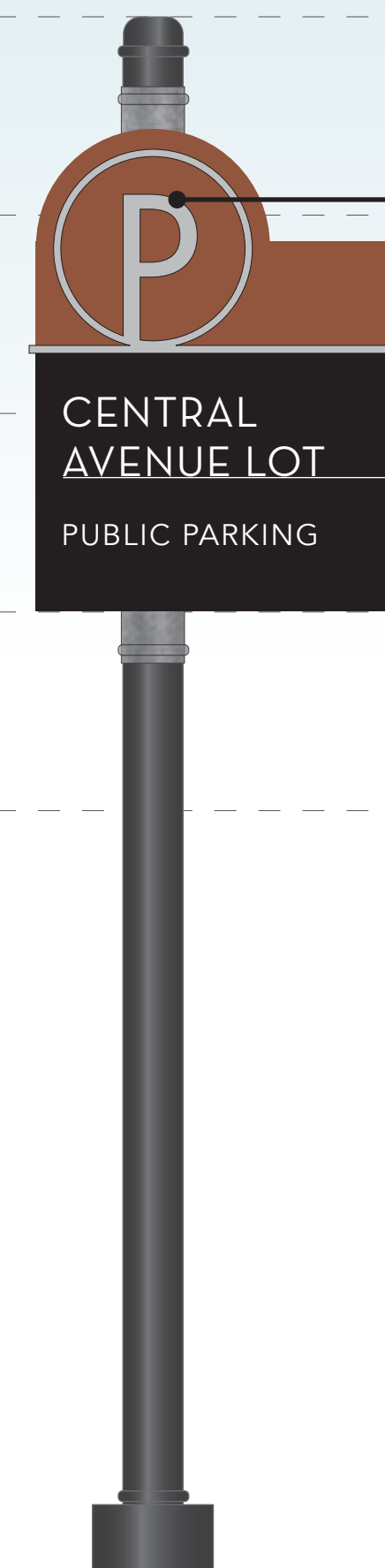


Vehicular Directional
(25 MPH and less)

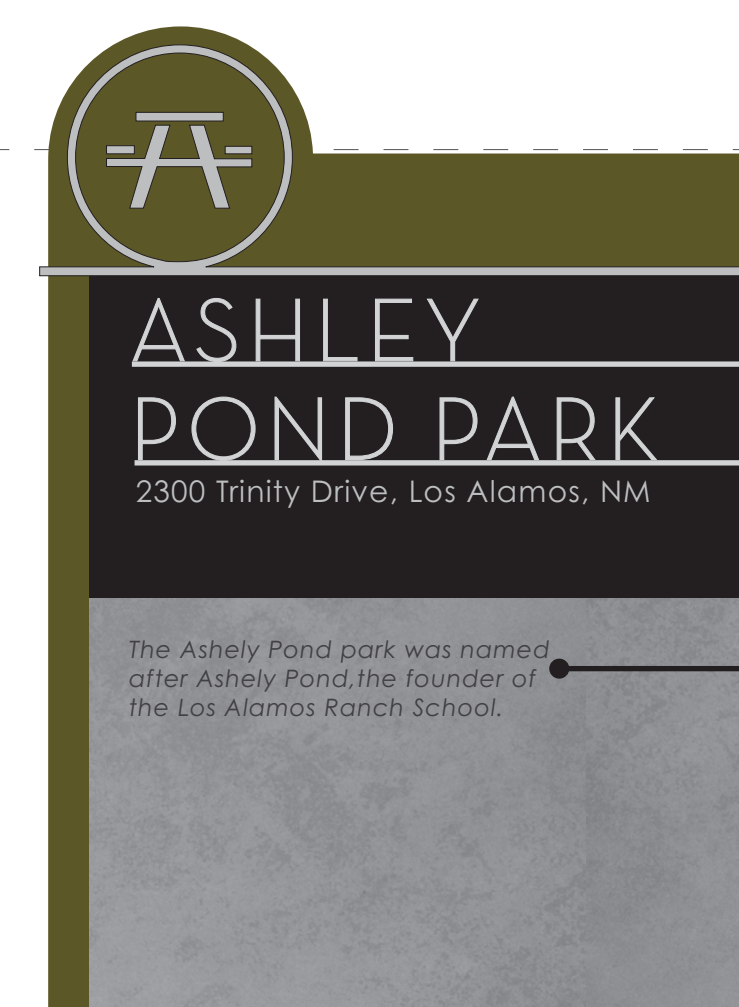
Opportunity to display
Los Alamos facts in
replacement sidewalk



Parking
Trailblazer



Parking Lot
Identification

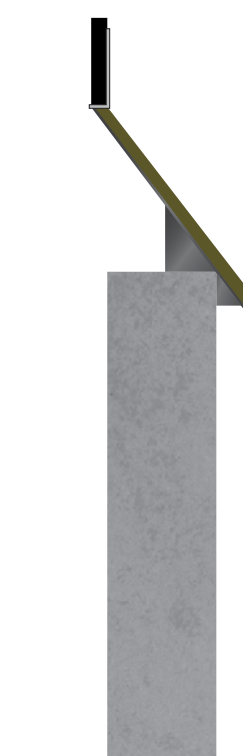


Park Identification

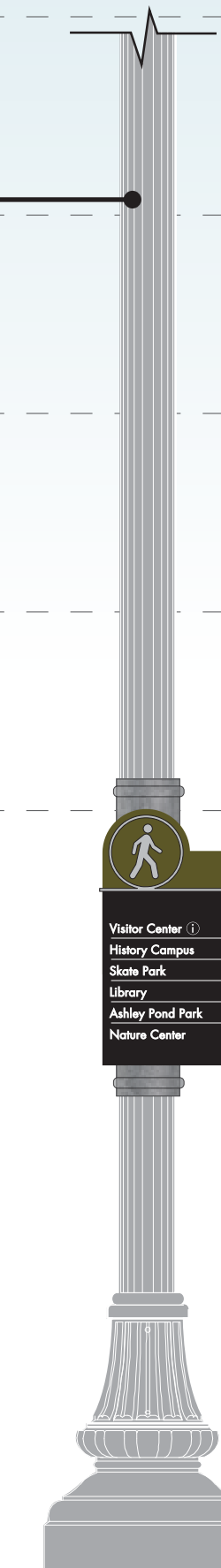
Historical
Park Fact



Secret City
Interpretive



Secret City
Interpretive
(Side)

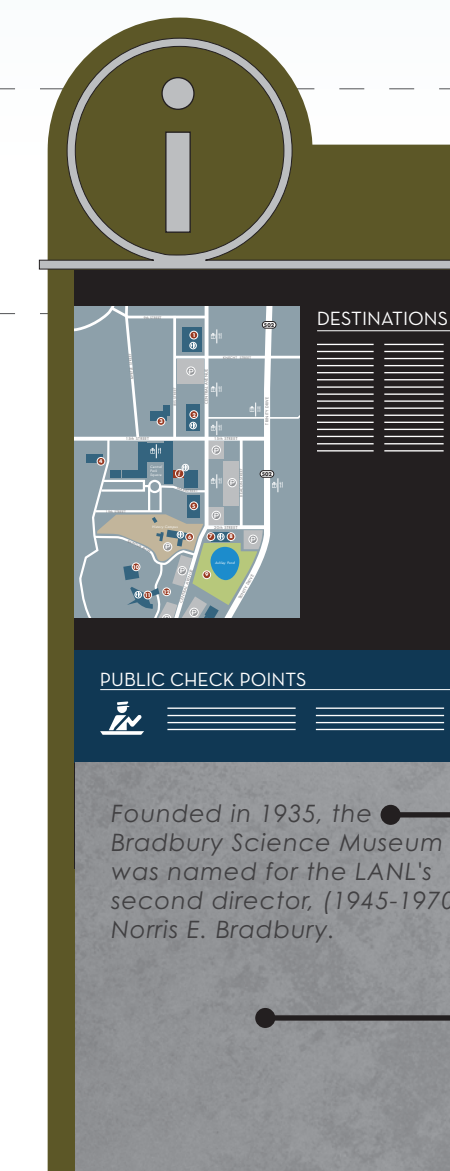


Pedestrian
Directional
(Existing Pole)



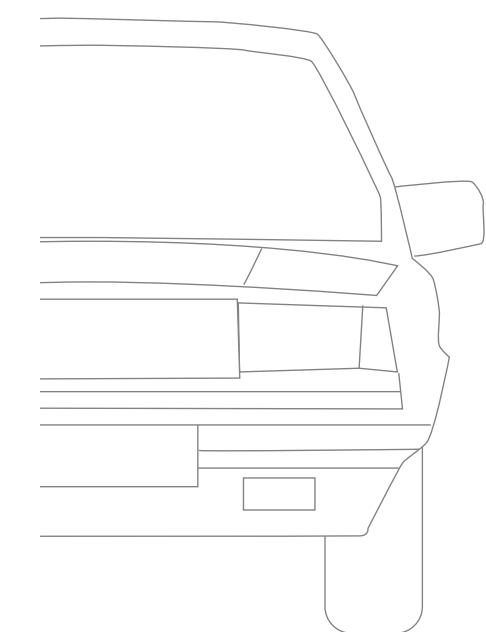
Kiosk
(Optional Branded Base)

Etched with
Los Alamos
Logo



Museum
Fact
Stained
Concrete
Base

Kiosk

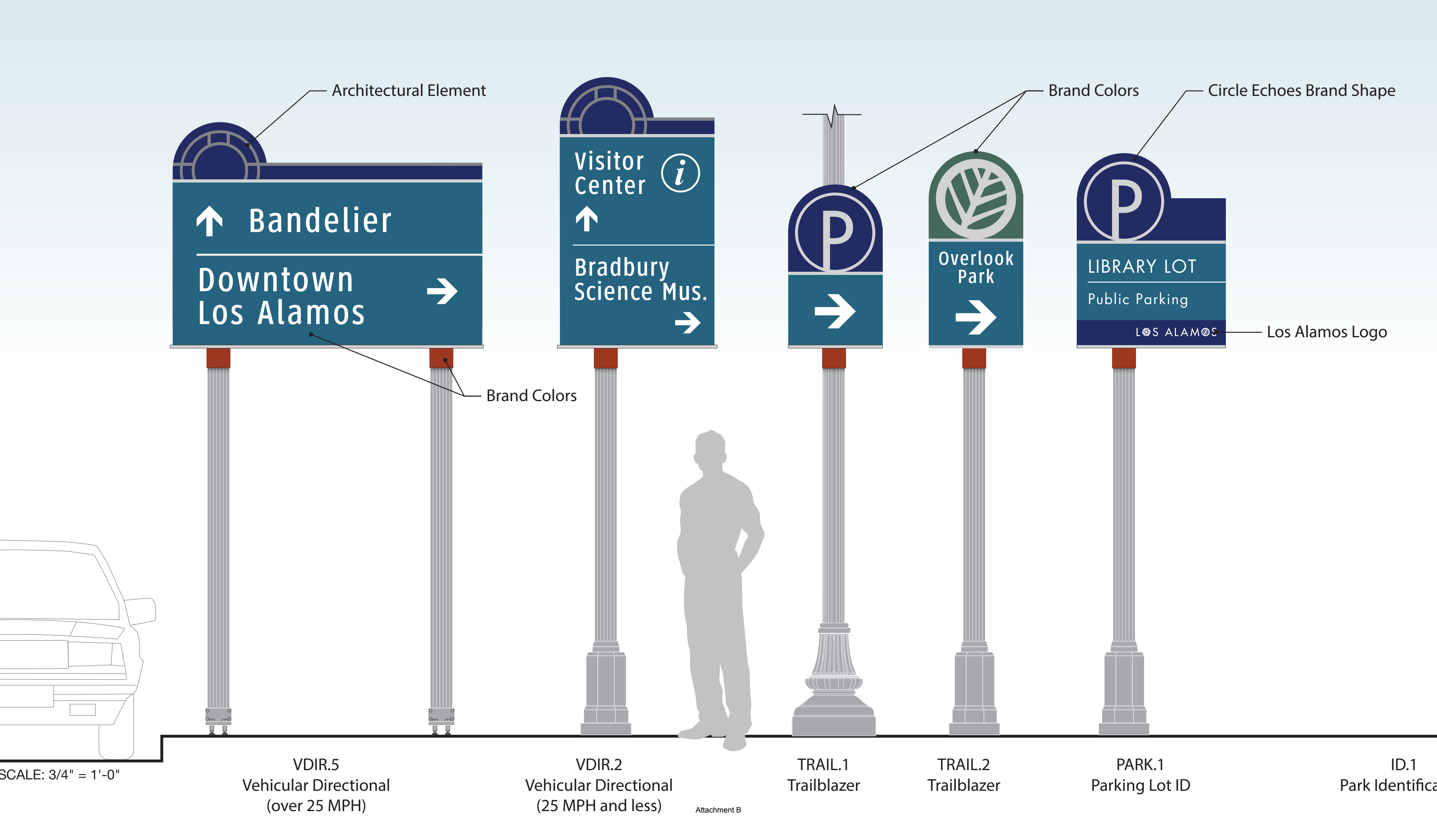


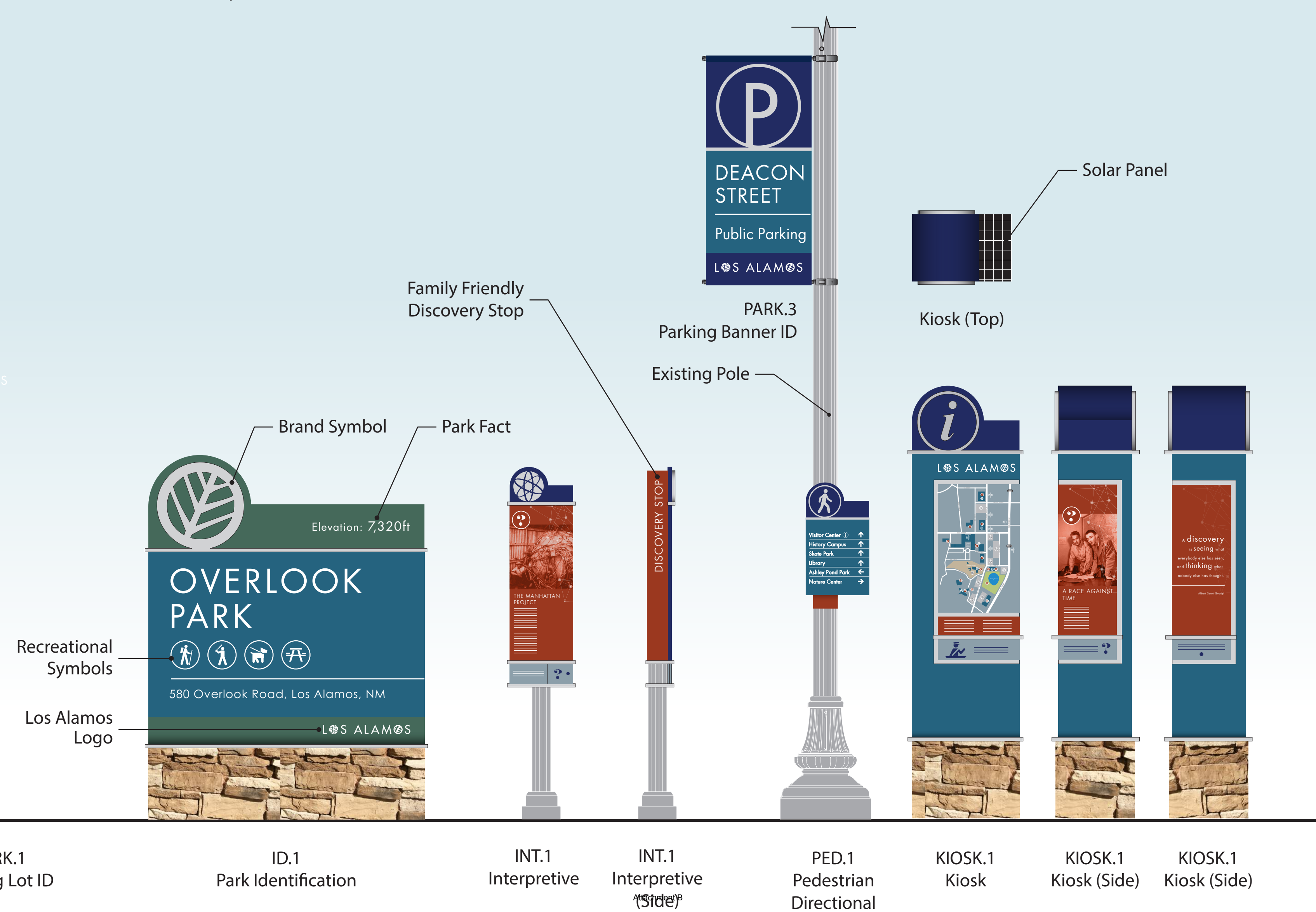
SCALE: 3/4" = 1'-0"

Schematic Design Feedback

- Options 1 & 3 were the preferred basis for final design
- Option 2 did not fit in the downtown area
- Los Alamos brand colors and logo elements should be utilized
- Incorporate discovery quotes and fun/educational facts into sign system
- Retro style and design elements from Downtown were liked in Option 3
- Stone bases were preferred over concrete
- Pole colors should match the Downtown painted light poles
- Overall, we wanted to make the final system more unified and consistent

DESIGN DEVELOPMENT – OPTION 4





PARK.1
g Lot ID

ID.1
Park Identification

INT.1
Interpretive

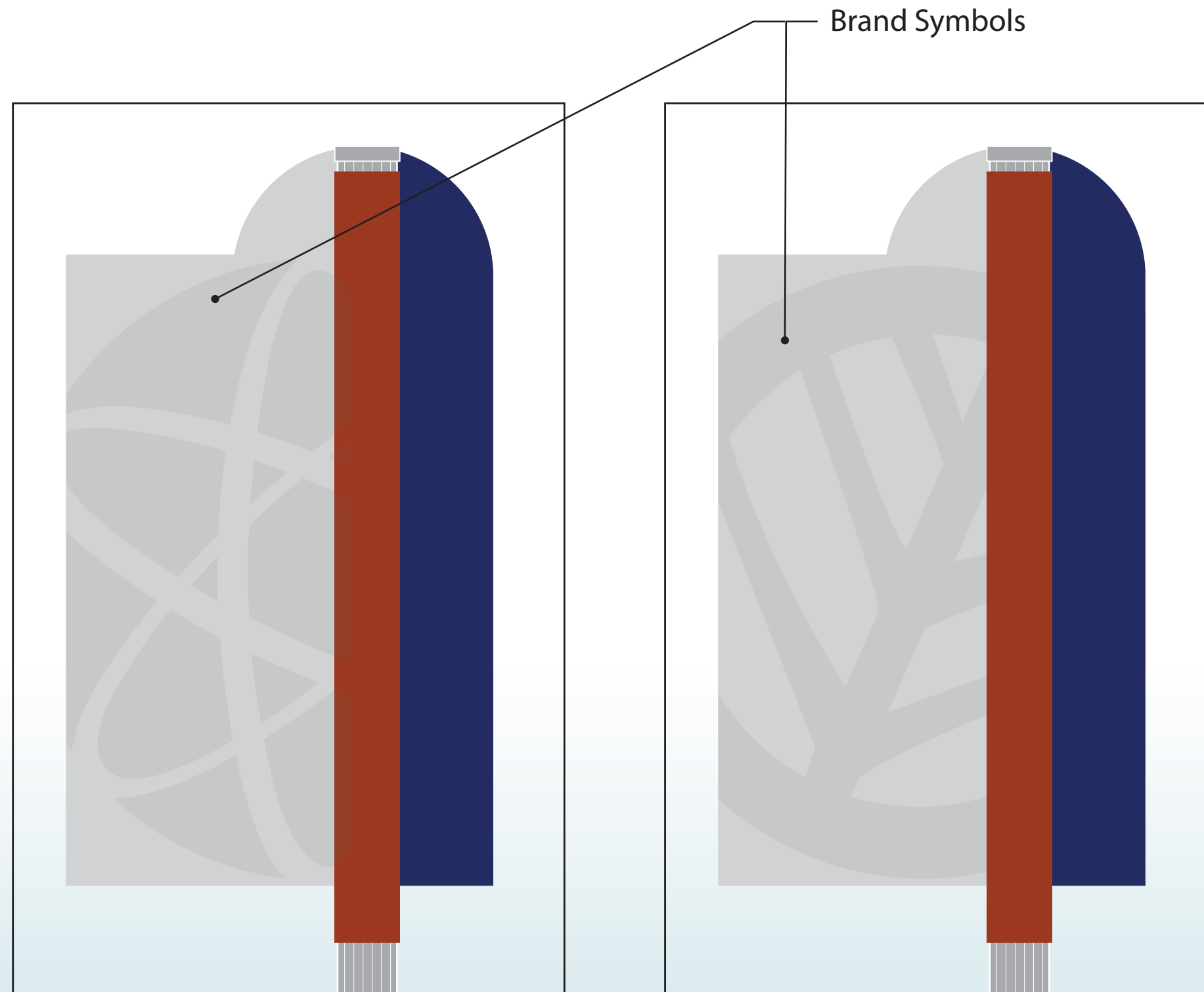
INT.1
Interpretive
(Side)

PED.1
Pedestrian
Directional

KIOSK.1
Kiosk

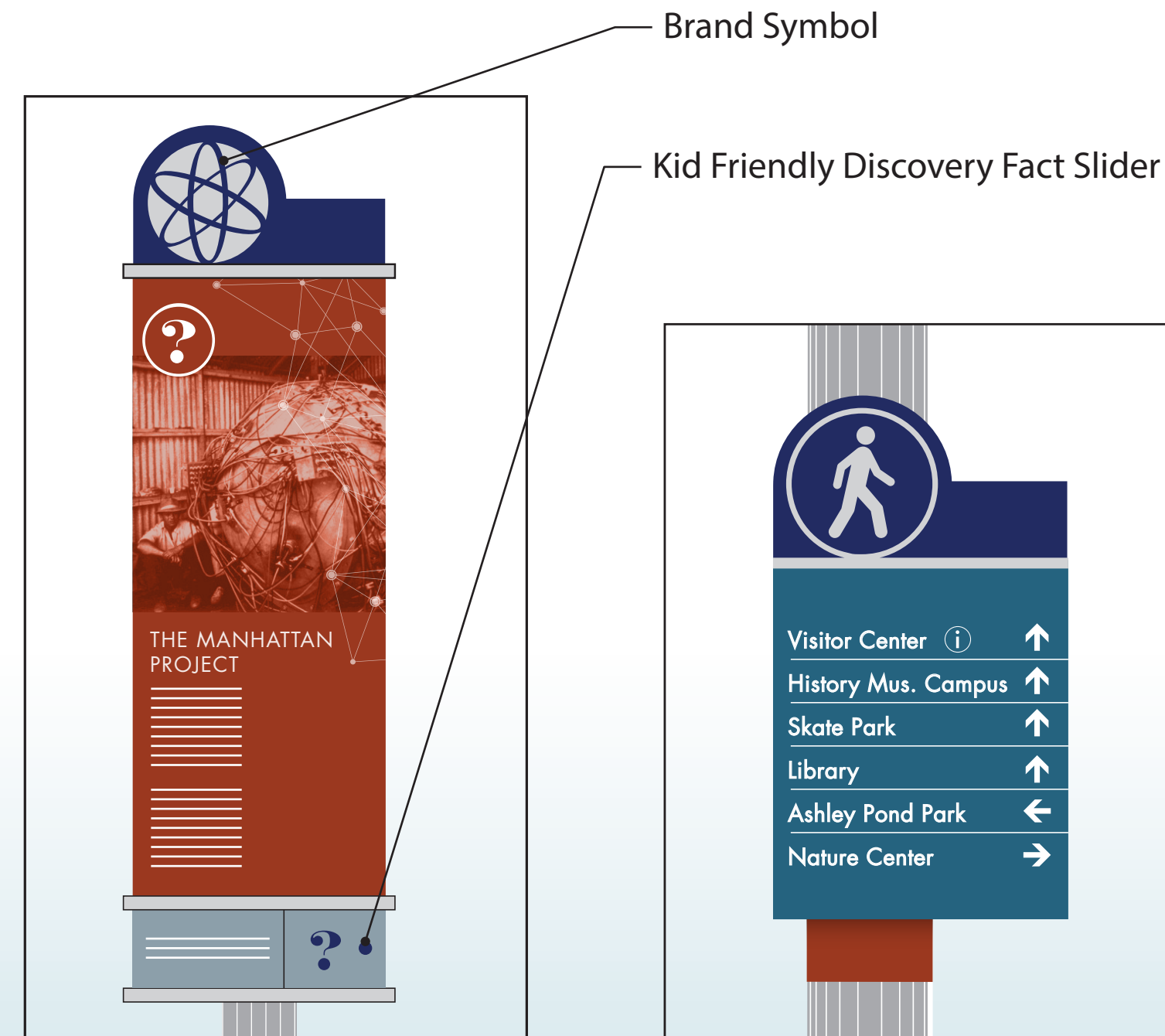
KIOSK.1
Kiosk (Side)

KIOSK.1
Kiosk (Side)



VDIR.2
Vehicular Directional
(Back Graphic A)

VDIR.2
Vehicular Directional
(Back Graphic B)



INT.1
Interpretive
(Close Up)

PED.1
Pedestrian Directional
(Close Up)

DROP INS





- Bradley Science Museum ↑
- Visitor Center ⓘ ↑
- History Campus ↑
- Public Library ↑
- Ashley Pond Park ↑
- YMCA →

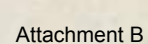





BIKE LANE
BEGINS


LIBRARY LOT
Public Parking
LOS ALAMOS







PROGRAMMING



SPECIFICATIONS

Refer to the Los Alamos County Wayfinding and Signage System design intent documentation for sign type drawings, material call-outs and installation methods.

Refer to the Los Alamos County Wayfinding and Signage System message schedule for all sign type messages, location numbers, quantities, and specific location details.

1 Ashley Pond Park

2 Aquatic Center

3 Bradbury Science Museum

4 County Golf Course

5 County Ice Rink

6 High School

7 Justice Center

8 Little Theater

9 Mesa Public Library

10 Manhattan Project Site NPS Visitor Center

11 Municipal Building

12 Nature Center

13 North Mesa Sports Complex

14 Pajarito Ski Mountain

15 Post Office

16 Senior Center

17 Teen Center

18 University of New Mexico

19 Los Alamos Visitor Center

20 History Campus

21 YMCA

22 New Recreation Center

23 East Park

24 North Mesa Park

25 Skate Park

26 Airport

27 Manhattan Project Site - Main Gate

28 White Rock Visitor Center

29 Overlook Sports Complex

30 White Rock Library

31 Bandelier Nat'l Monument

32 Valles Caldera

33 Rover Park

34 Pinon Park

35 Urban Park

36 Scenic Overlook

NOTES:
1. General sign locations are provided on these plan sheets.
2. The Message Schedule provides more detailed guidance of sign location in the Remarks column.
3. Refer to the Message Schedule for the final messages of each sign.
4. Utilize the above Legend to help determine sign types, and other details of location.

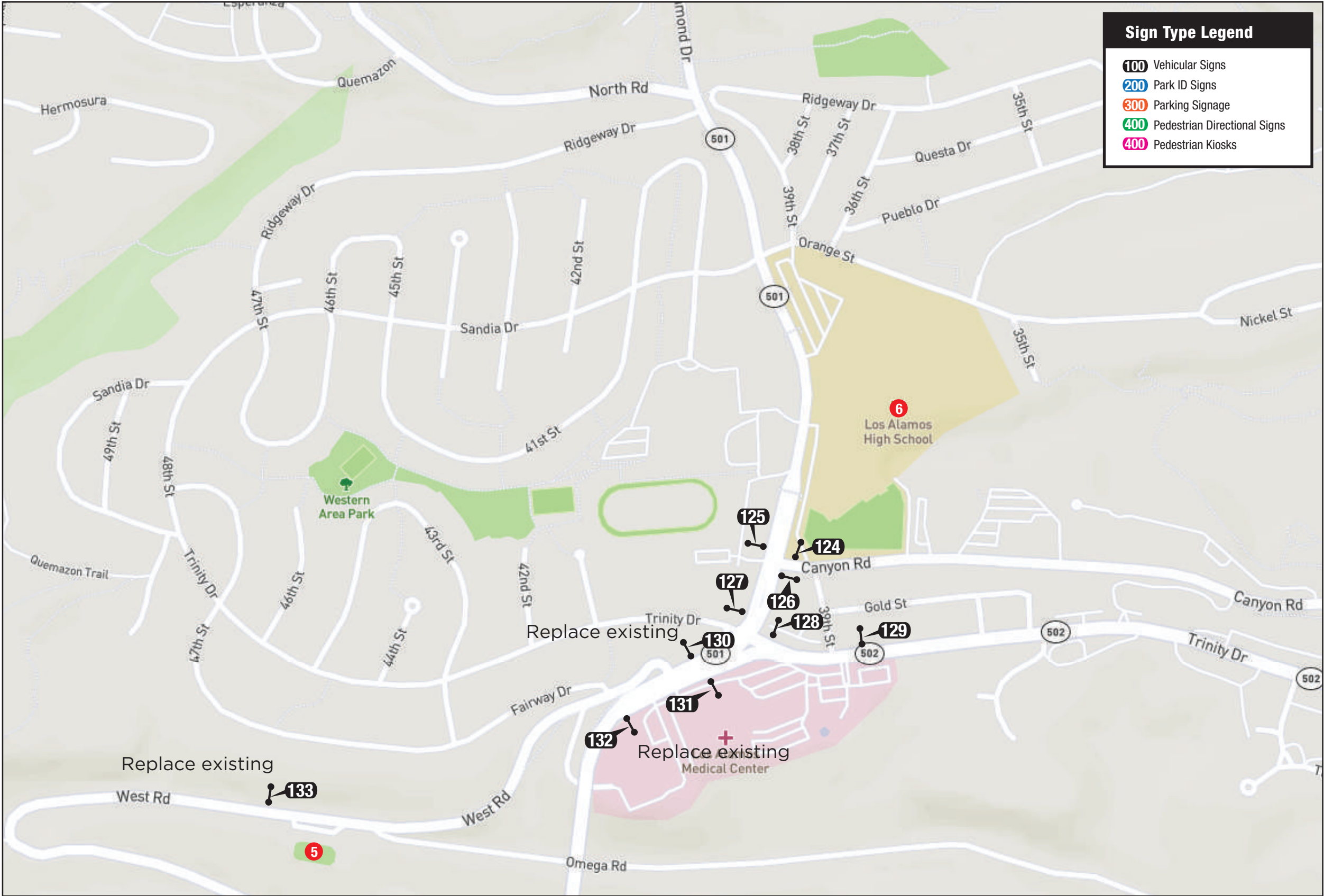
ENVIRONMENTS & EXPERIENCES

merJe

120 North Church Street
Suite 208
West Chester, PA 19380
T 484.266.0648
www.merjedesign.com

DATE	08/22/17	CLIENT / PROJECT	
DRAWN BY:	JC		
These drawings are meant for DESIGN INTENT ONLY and are not for construction. Contractor shall verify and be responsible for all dimensions and conditions of the job. Contractor shall be familiar with the site and conditions it presents. This office must be notified of any variations from the dimensions and conditions shown on this drawing. Shop drawings and details must be submitted to this office for approval prior to proceeding with fabrication. All copy shall be proofread by client and legal requirements checked by legal department.			
REVISIONS			
		PROJECT NO.	
		SHEET TITLE	
		Downtown Sign Location Plans	
		SHEET NO.	
		SL.1	

Attachment B



SPECIFICATIONS

Refer to the Los Alamos County Wayfinding and Signage System design intent documentation for sign type drawings, material call-outs and installation methods.

Refer to the Los Alamos County Wayfinding and Signage System message schedule for all sign type messages, location numbers, quantities, and specific location details.

- 1 Ashley Pond Park

2 Aquatic Center

3 Bradbury Science Museum

4 County Golf Course

5 County Ice Rink

6 High School

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11 Municipal Building

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14 Pajarito Ski Mountain

15 Post Office

16 Senior Center

17 Teen Center

18 University of New Mexico

19 Los Alamos Visitor Center
- 20 History Campus

21 YMCA

22 New Recreation Center

23 East Park

24 North Mesa Park

25 Skate Park

26 Airport

27 Manhattan Project Site - Main Gate

28 White Rock Visitor Center

29 Overlook Sports Complex

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32 Valles Caldera

33 Rover Park

34 Pinon Park

35 Urban Park

36 Scenic Overlook

NOTES:
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2. The Message Schedule provides more detailed guidance of sign location in the Remarks column.
3. Refer to the Message Schedule for the final messages of each sign.
4. Utilize the above Legend to help determine sign types, and other details of location.

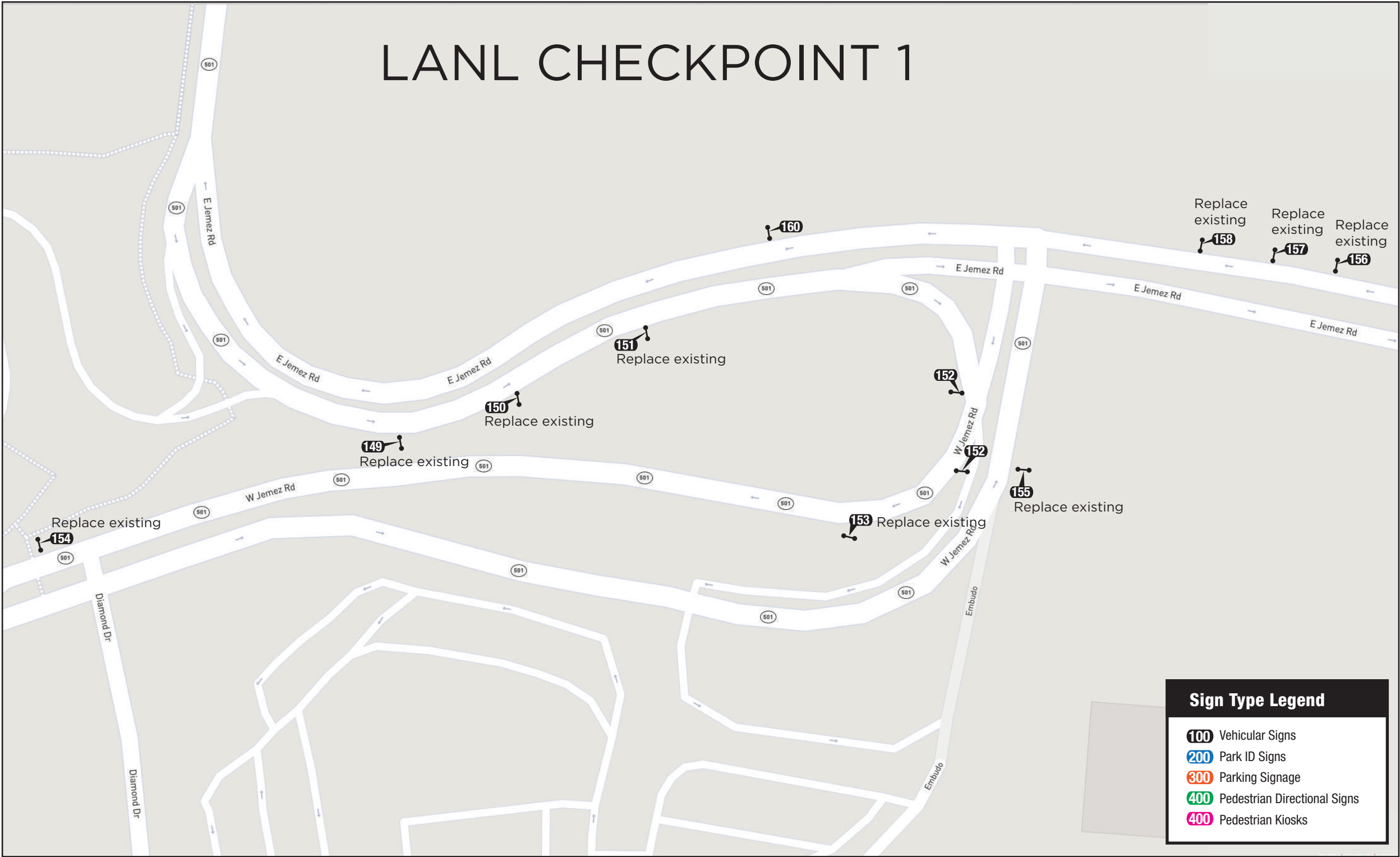
ENVIRONMENTS & EXPERIENCES

merJe

120 North Church Street
Suite 208
West Chester, PA 19380
T 484.266.0648
www.merjedesign.com

DATE	08/22/17	CLIENT / PROJECT
DRAWN BY:	JC	
These drawings are meant for DESIGN INTENT ONLY and are not for construction. Contractor shall verify and be responsible for all dimensions and conditions of the job. Contractor shall be familiar with the site and conditions it presents. This office must be notified of any variations from the dimensions and conditions shown on this drawing. Shop drawings and details must be submitted to this office for approval prior to proceeding with fabrication. All copy shall be proofread by client and legal requirements checked by legal department.		Wayfinding and Signage System
REVISIONS		PROJECT NO.
		SHEET TITLE
		Greater Los Alamos Sign Location Plans
		SHEET NO.
		SL.2

LANL CHECKPOINT 1



SPECIFICATIONS

Refer to the Los Alamos County Wayfinding and Signage System design intent documentation for sign type drawings, material call-outs and installation methods.

Refer to the Los Alamos County Wayfinding and Signage System message schedule for all sign type messages, location numbers, quantities, and specific location details.

- 1 Ashley Pond Park

2 Aquatic Center

3 Bradbury Science Museum

4 County Golf Course

5 County Ice Rink

6 High School

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22 New Recreation Center

23 East Park

24 North Mesa Park

25 Skate Park

26 Airport

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36 Scenic Overlook

NOTES:

1. General sign locations are provided on these plan sheets.

2. The Message Schedule provides more detailed guidance of sign location in the Remarks column.

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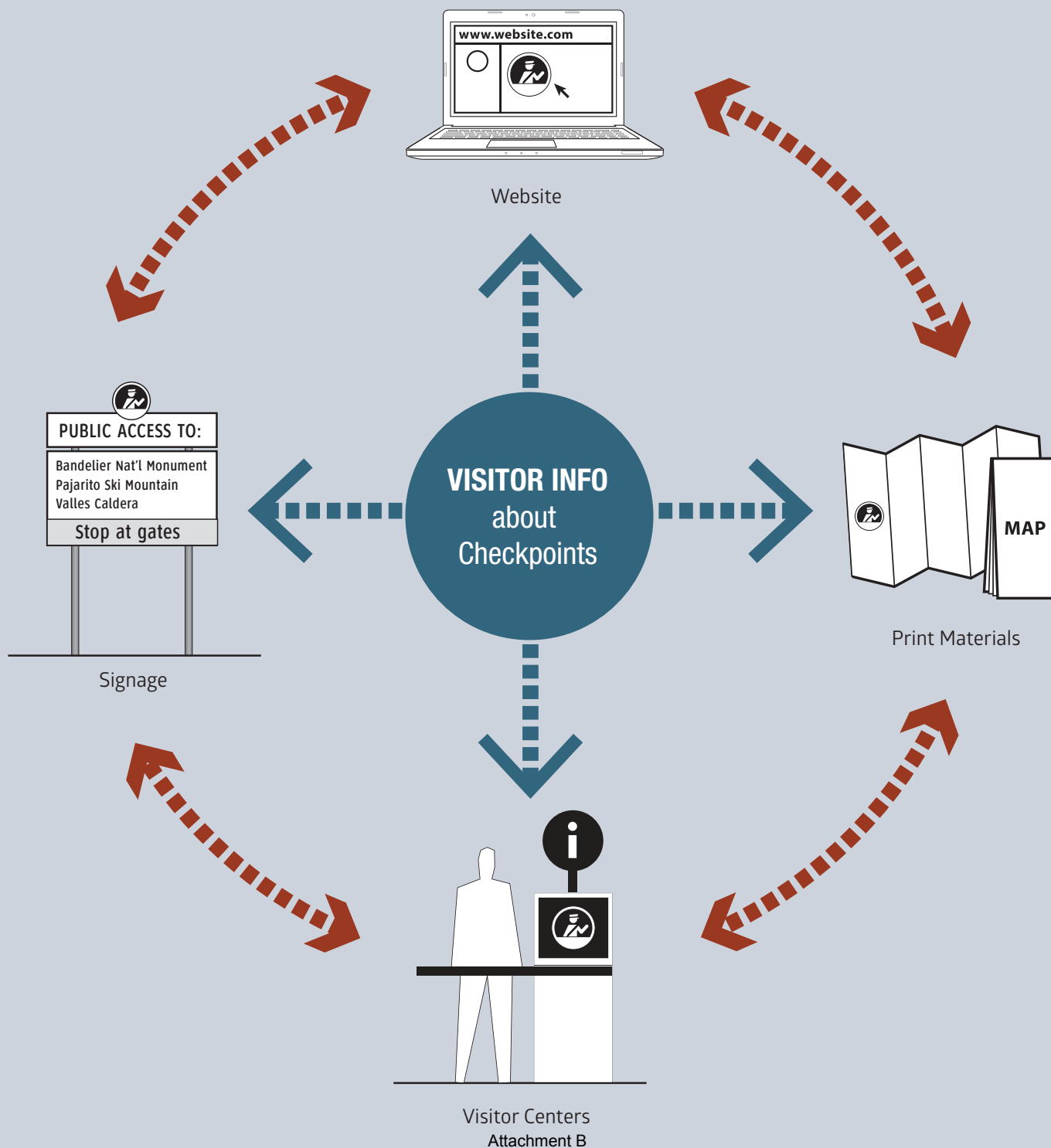
4. Utilize the above Legend to help determine sign types, and other details of location.

ENVIRONMENTS & EXPERIENCES

merJe

120 North Church Street
Suite 208
West Chester, PA 19380
T 484.266.0648
www.merjedesign.com

DATE	08/22/17	CLIENT / PROJECT
DRAWN BY:	JC	
These drawings are meant for DESIGN INTENT ONLY and are not for construction. Contractor shall verify and be responsible for all dimensions and conditions of the job. Contractor shall be familiar with the site and conditions it presents. This office must be notified of any variations from the dimensions and conditions shown on this drawing. Shop drawings and details must be submitted to this office for approval prior to proceeding with fabrication. All copy shall be proofread by client and legal requirements checked by legal department.		Los Alamos County, NM Wayfinding and Signage System
REVISIONS		PROJECT NO.
		SHEET TITLE
		LANL Property & Checkpoints Sign Location Plans
		SHEET NO.
		SL.9



LOS ALAMOS

where discoveries are made

Discover Los Alamos • VisitLosAlamos.org • 800.444.0707



Los Alamos Visitor Center
505.662.8105
109 Central Park Square
Los Alamos, NM 87544

HOURS
Mon–Fri: 9am–5pm
Sat: 9am–4pm
Sun: 10am–3pm



White Rock Visitor Center
505.672.3183
115 State Road 4
White Rock, NM 87547

HOURS 7 days a week
mid-May to mid-Oct
8am–6pm
mid-Oct to mid-May
10am–2pm

Come See the “Secret City”

Los Alamos, New Mexico is a scenic mountain town located just 33 miles northwest of Santa Fe. Built on mesa tops, you’ll find 360-degree views of canyons, mountains, forests and the New Mexico sky.

Site of the top-secret Manhattan Project, the historic guard tower and replica of the guard gate at the town’s entrance provide a glimpse of the area’s once-classified World War II beginnings and the rich historical attractions beyond. In addition, outdoor enthusiasts marvel at the abundance of

recreation opportunities available year-round, including hiking, mountain biking, skiing, snowshoeing, ice skating, golfing and swimming.

Home to Los Alamos National Laboratory, this small town of 18,000 people attracts top talent from around the globe. Scientists develop groundbreaking innovations to solve national security challenges, as well as advancements in the areas of medicine, energy and food security around the world. Read on to learn more about how Los Alamos evolved from a Secret City to a destination for curious minds and big adventurers.



All photos by Leslie Bucklin unless otherwise noted

“50 Best Cities in the U.S. #1”
Tiny Travelogue



How to Drive on Lab Property



When you’re traveling between the Los Alamos townsite and one of the area attractions, the Los Alamos National Laboratory’s Vehicle Access Portals (VAP) offer public access via a wide, well-maintained road for drivers of cars, large trucks, RVs and trailers. When using NM501 (East & West Jemez Road) to travel between Los Alamos and the mountains, you will need to enter the VAP. Don’t worry, simply slow down and stop when you arrive at the portal. Please have photo ID ready (valid driver’s license, passport or federal/DOE badge) to provide to the representative at the gate. Think of it as a little part of the Secret City’s past you can still experience today!

This security perimeter is intended to protect the National Laboratory against the possibility of terrorist attacks, so no photography, firearms, alcohol or illegal drugs are allowed. Random car inspections do occur.

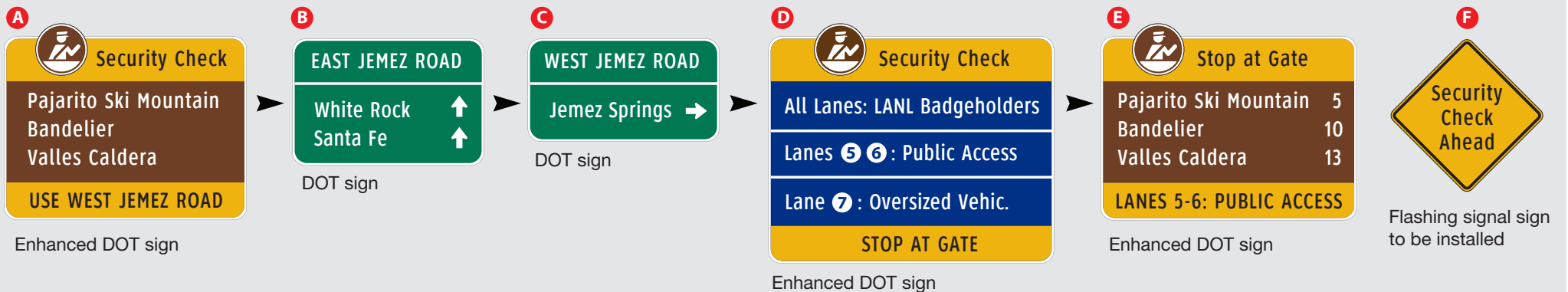
Alternative Routes: If you do not want to go through, or are unable to go through the VAP, please see the map on page 16 for alternative routes.



LANL CHECKPOINT at East Jemez Rd

PROPOSED WAYFINDING SIGNAGE

- Utilize icon and color to inform visitors a security checkpoint is approaching
- Use language that assures public access is permitted
- Provide lane information before the visitor arrives at the gates.
- Use language enforcing the need to stop at the gates

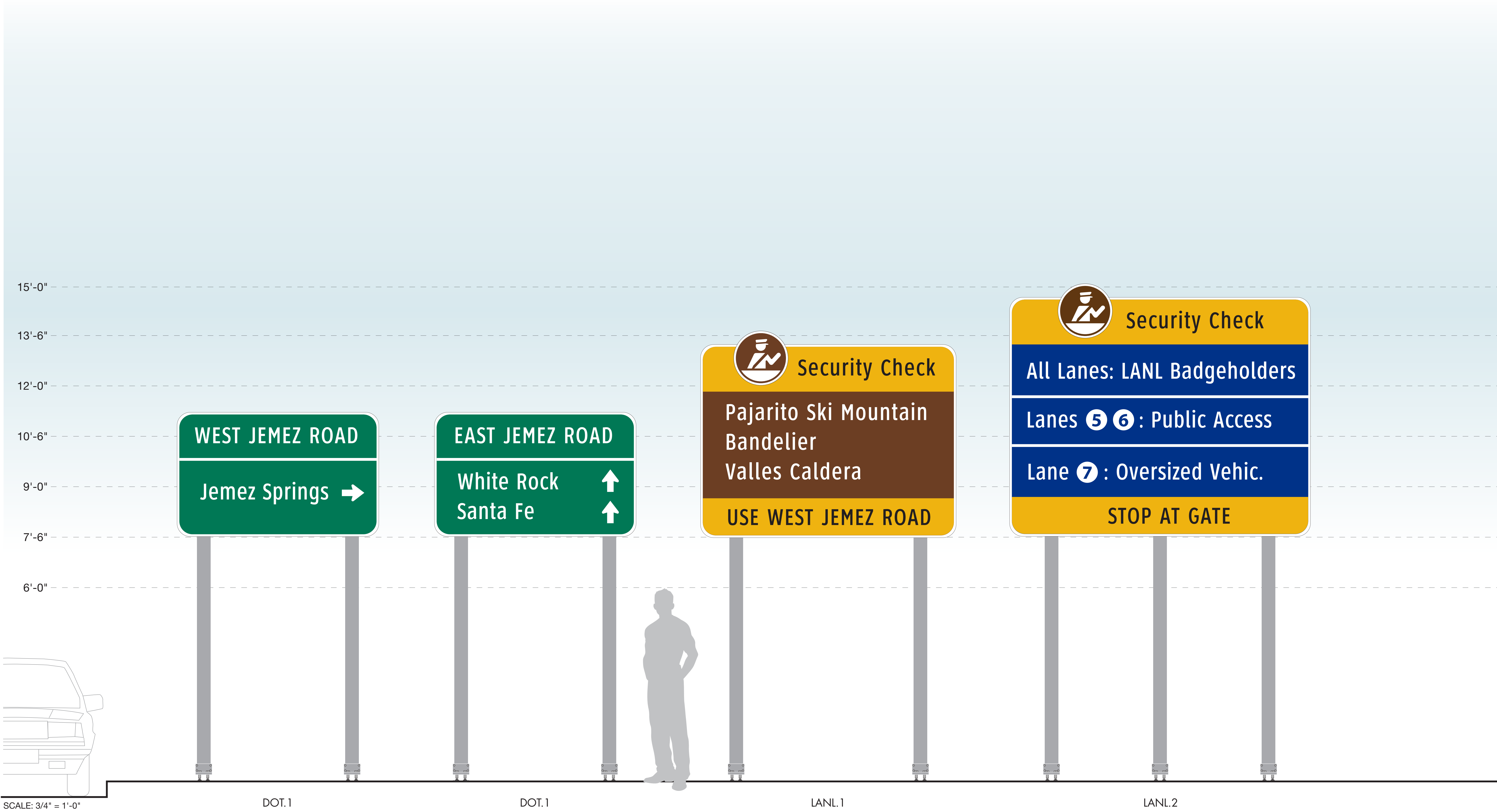


LANL CHECKPOINT at East Jemez Rd

PROPOSED GATE ENHANCEMENTS

- Add painted lane numbers to each of the seven lanes
- Add lane number sign to roof of each gatehouse for easier lane recognition from a distance. Signs could be illuminated to designate which lanes are open
- Lane painting can be done when area is set to be repaved





Next Steps

- Finalize Sign Programming (location plans and messaging)
- Create Design Intent Drawings for bidding purposes

THANK YOU!



County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters:

Legislative File: 10246-17

...Title

Public Works Staff/Project Update - December 2017

...Attachments

A - Public Works Update - December 2017

In the Works....

Public Works Update – December 2017

Administration Division

Transportation Board



The Transportation Board meets the first Thursday of the month at 5:30 p.m. Meetings are held at 1000 Central Avenue, Room #110.

UNM Student Tour



Four University of New Mexico Civil Engineering students got an introduction to Municipal Engineering by the Public Works Director, County Engineer and Survey Crew along with a tour of the Canyon Rim Trail to demonstrate some of the engineering design and construction challenges and achievements.

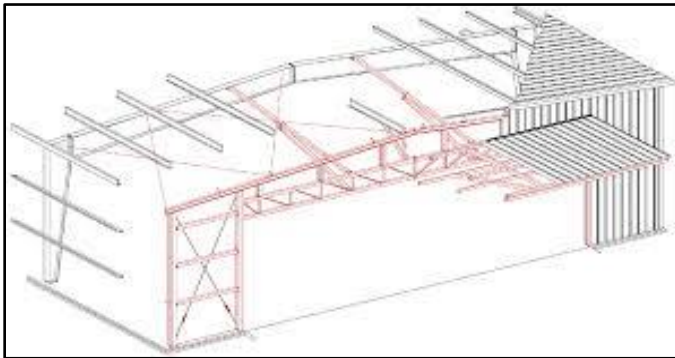
Airport Division

Drainage Improvements and Repairs

Crews from Streets have completed work on drainage improvements and restoration in advance of winter snow and spring run-off. Improvements have included a new asphalt drainage catchment area and the restoration of several drainage culverts. The crews have also repaired a concrete pedestrian ramp at the entrance to the airport terminal building



New Aircraft Hangar Construction



Airport and Engineering staff have prepared a bid package for the assembly of a county owned and operated aircraft hangar and storage building. Bids were due on December 19th and no bids were received. Procurement re-advertised the solicitation as more interest may be acquired after the holidays. Construction is planned to begin in late February and completed late April 2018, weather permitting.

Rental Car Concessions Request for Proposal (RFP)

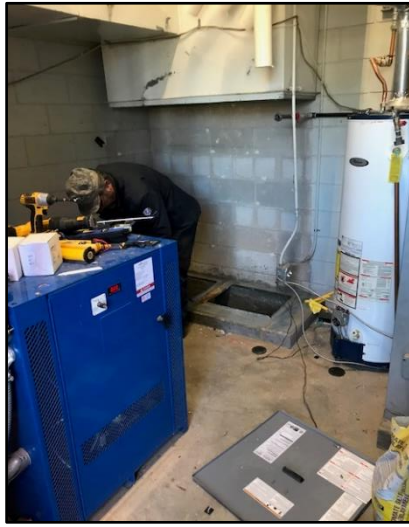


The County is planning to issue an RFP on December 22nd for providing rental car services to LANL and the general public from the airport terminal. Proposals will be due January 10th, 2018.

Airport Facility Repairs



Crews from Facilities have completed work on several repair projects including the replacement of two heating furnaces in the airport terminal building, an air compressor in an aircraft storage and repair hangar, and lights in several airport signs and the rotating beacon.



Custodial Division



The Custodial Division supported 251 events during the month of December.

Fuller Lodge was decorated for the holidays and provided a festive atmosphere for the many holiday parties that took place this month.



Golf Course patio dining area flooring is scheduled to be sanded and sealed after the holidays in January 2018.



Installation of the Green Cleaning chemicals and paper products is set to begin in January.

Engineering & Project Management Division

20th Street Extension Project - Ribbon Cutting Ceremony



A ribbon cutting ceremony was held on December 7, 2017 to commemorate the completion of construction on the 20th Street Extension Project. Chair David Izraelevitz and several County Council Members joined County staff, construction personnel, and members of the public to celebrate the completion of this much anticipated project.

Councilor Izraelevitz gave a notable speech about the project noting the history of the project's inception as an economic development initiative. The County purchased adjoining land from CenturyLink and subdivided lots for eventual sale and development. A Request for Proposals (RFP) is currently advertised soliciting proposals for this purpose.

Bicycle Friendly Community



On November 30rd the League of American Bicyclists designated Los Alamos as a Bicycle Friendly Community at the Bronze Level. At the December 19th County Council Meeting Councilor Chandler presented the Bicycle Friendly Community certificate and sign to the Public Works Department, Transportation Board members, and Bicycle Transportation Plan subcommittee members in attendance to recognize Los Alamos as a Bike Friendly Community.

Upcoming Construction Bid Advertisements

- **Utilities/311 Remodel:** Utilities and Engineering staff have been working with an architect to develop plans to improve Customer Care service to the public. The design includes a store front design with a service counter, work spaces for 311 staff, and a small private conference room. This project was advertised for construction bids on November 28th with bids due on January 4th.
- **Fire Station 3:** Architectural design plans and preparation of bid documents are nearing completion. Bid advertisement for project construction is anticipated in early 2018. The project includes reroofing, as well as a new wall system, window replacement and HVAC system modifications to better insulate and control the temperature in the bunkrooms. Construction is anticipated to begin mid-April 2018 and completed in the fall of 2018.
- **Landfill Gas Extraction:** Engineering and Environmental Services staff have worked with an engineering consultant to develop design plans for a permanent gas extraction system for the landfill to comply with New Mexico Environment Department methane gas limits. The permanent extraction system project was advertised for construction bids on December 10th, a pre-bid meeting was held on December 21st and the bid opening is scheduled for January 25th. Construction is scheduled for early 2018 pending bid award.

Mesa Library Fire Panel Replacement

The project has been awarded to Great Western Specialty Systems in the amount of \$148,248.30. Work will start in December with substantial completion scheduled for late March 2018. The material and parts submittal and review process is underway.

Canyon Rim Trail Phase 3

The County's consultant has submitted an updated preliminary alignment, due to potential development of adjacent private property, to be discussed with DOE and LANL for easements necessary to construct the Canyon Rim Trail from Knecht St. to 20th Street. Coordination with DOE and LANL staff is ongoing.

Canyon Rim Trail Underpass

The project was awarded federal FY2018 funding under the Transportation Alternatives Program (TAP) for project study and design in the amount of \$320,000 and FY2020 TAP funding for project construction in the amount of \$2,020,000 for a total award of \$2,340,000.

On December 14th, Engineering staff presented project information and scope of design to the Arts in Public Places Advisory Board as an early coordination effort. This will give the board the ability to potentially incorporate public art into the structure, which must be incorporated in the design process.

The County continues to await the fully executed funding agreement from the NMDOT prior to commencing design activities.

Future Projects...

- **NM 4/East Jemez Rd. (Truck Route) Intersection:** Staff continues to work with DOE, NMDOT Bandelier, and Army Corps of Engineers to program, design and construct intersection upgrades to improve capacity and safety.

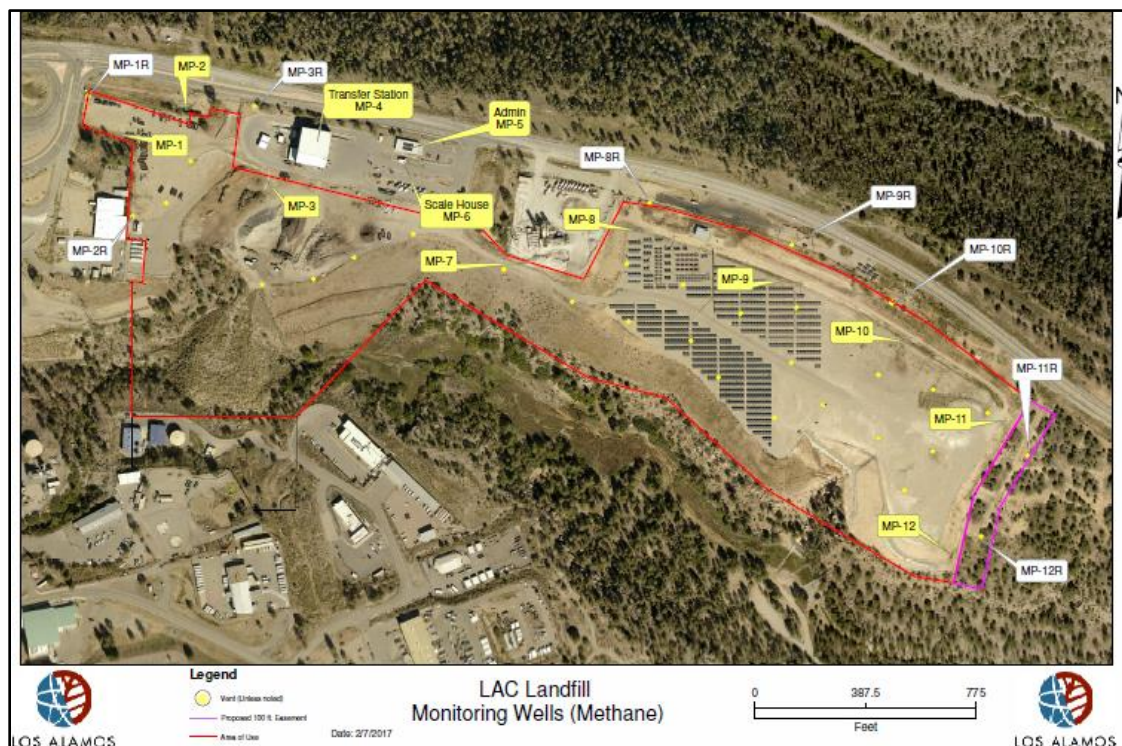
- NM 502 Reconstruction, Knecht St. to Tewa Loop: Staff continues to coordinate with NMDOT on this state lead project. NMDOT bid the project for a third time on December 15th and received no bidders. The County awaits further information from NMDOT management on the future of the project.
- Facility Condition Assessment for the Senior Center: Work will include review the 2010 assessment using an on call architectural firm and update the report as needed for future planning of work at the Senior Center. A facility study needs to be accomplished and then a grant application made to potentially fund part of the renovation project. We are currently awaiting the results of a grant application for funding by the State, which should be determined in the upcoming 2018 legislative session.

Environmental Services Division

Los Alamos County Landfill Gas (LFG) Update

This is a summary of results for November 2017 methane monitoring for the Los Alamos County closed landfill.

1. The LFG Vents ranged in methane concentrations from 38.7 (LFG Vent – 7) to 58.7 (LFG Vent – 1) percent gas in air.
2. The gas probes near the toe of the landfill materials ranged in methane concentrations from 9.0 (MP-12) to 50.0 (MP-8) percent gas in air.
3. The gas probes near the boundary of the landfill ranged in methane concentrations from 0.1 (MP-8R) to 29.7 (MP-10R) percent gas in air.



Training

Environmental Services Superintendent, Derrick Voight, Senior Equipment Operator, Chris Ocana, and Office Specialist, Tiffany Pegoda successfully completed their recertification for Recycling Facility Operations as provided by New Mexico Environment Department Solid Waste Bureau. In addition, Environmental Services Trainee, Victor Trujillo completed 40 hour Hazwoper certification. This certification is required for the Household Hazardous Waste collection program at the Eco Station.

Curbside Yard Trimmings Roll Cart

Online registration is now open for the curbside yard trimmings roll cart. The yard trimmings roll cart program will begin July 2018. To date Environmental Services has received 108 registration entries for a roll cart. By implementing the Yard Trimming roll cart, Los Alamos County residents have an opportunity to divert 14% of our waste stream from the landfill each year. The diversion efforts has the potential to divert 1,107 tons annually and will reduce hauling and disposal costs, reduce greenhouse gas emissions, extend the life of the landfill, and provide high-quality garden and landscaping materials for residents.

New Glass Roll Off Containers

In an effort to divert more glass from the landfill Environmental Services has purchased two 10 yard roll off containers. These will replace the two 4 yard dumpsters currently at the Sullivan Field Recycling Center.



Recruitment



Environmental Services is currently recruiting for the position of Superintendent. The recruitment will close on December 26, 2017.

Fall 2017 Brush Collection Schedule

Fall brush collection started on November 6th and staff has collected over 25.21 tons of brush to date.



Brush Collection Fall Schedule 2017

Area	Set out no sooner than	Collection starts
Barranca Mesa, Ponderosa Estates, Loma Linda & Hawks Landing	Oct. 27 th	Nov. 6 th
Quemazon, Sandia, Trinity, Orange & Nickel	Nov. 3 rd	Nov. 13 th
North Mesa	Nov. 17 th	Nov. 27 th
Walnut, Yucca, Urban, Arizona, Town Site	Nov. 24 th	Dec. 4 th
Rover, Old Town, Meadow Lane, Aragon, Bryce Avenue	Dec. 1 st	Dec. 11 th
La Vista, Canada Way, Canada Circle, Barcelona, Canyon Vista, Sierra Vista, Monte Vista, La Paloma	Dec. 8 th	Dec. 18 th
La Senda & Piedra Loop	Dec. 15 th	Dec. 26 th
Pajarito Acres, Monte Rey, Rio Bravo, Potrillo, Estante Way	Dec. 22 nd	Jan. 2 nd

Please Remember:

- ✓ One pickup per household, piles no larger than 8 cubic yards or 6 feet x 12 feet x 3 feet.
- ✓ Set items close to curb – do not place items under power lines, trees, or next to cars or utility boxes.
- ✓ Available to residents with weekly curb side refuse collection.
- ✓ All leaves, pine needles and yard clippings must be placed in paper yard waste bags.
- ✓ Items that will be picked up: brush, pine needles, leaves and yard clippings
- ✓ Place trash in your trash roll cart.

Items that will NOT be collected: Mattresses, large appliances/large furniture, televisions, refrigerators/freezers, glass, trash bags, construction material, lumber, tires, concrete, railroad ties, fencing materials, or paints/chemicals

For more information call Environmental Services 662-8163.

****DO NOT set items out before listed date or Code Enforcement will be notified**

Residential Sustainability Report



Residential Sustainability Report

Service Period: November 2017

Recyclables Collected: 94.77 tons

Trash Collected: 433.67 tons

Compostable Materials Collected: 11.42 tons

Total Material Collected: 539.86 tons



LOS ALAMOS

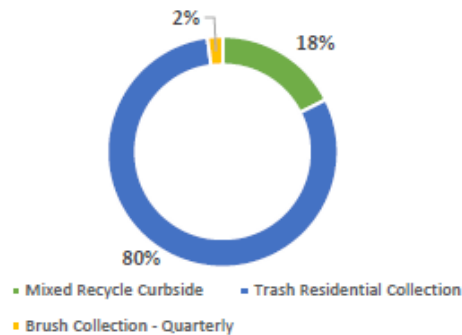
Monthly Collection Report

October Diversion Rate: 23%

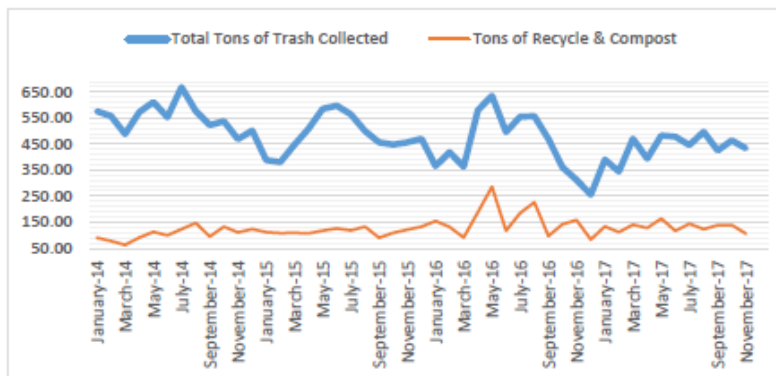
November Diversion Rate: 20%

A 15% Decrease in Diversion

The diversion rate is the percent of materials recycled and composted.



Month by Month Recycling Comparison

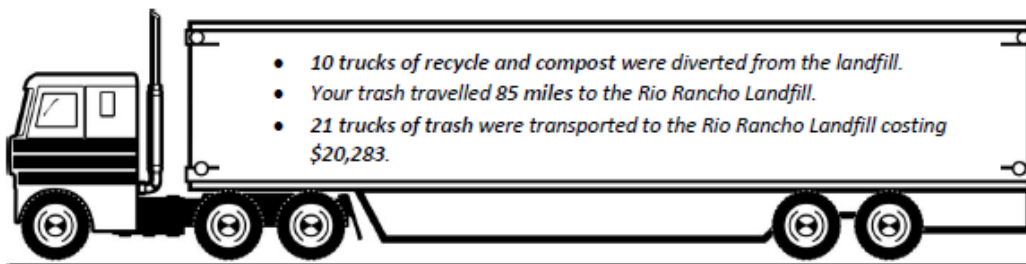


For the economy:

Recycling is a \$200 billion industry in the U.S.

Recycling generates 7-10 more jobs than landfills and waste to energy plants.

Recycling properly creates valuable resources for U.S. manufacturing and can become a highly valuable export to countries such as China and India.



Facilities Division



THANK YOU to staff members from the Facilities and Custodial Divisions for finding the perfect tree for the Municipal Building; Jonathan Henley, Tim Martinez, Henry Talache, Manuel Joseph, Keith Yeske, Aime Valdez and Brenda Sargent, not pictured Angelo Lujan and Adrian Salazar.

Crews have been working on the following:

- Installed new artwork at the Community Building.
- HVAC unit at the Justice Center was repaired.
- Replaced heater units at the Airport terminal building.
- Work continues at the Golf Course on one of the units for the restaurant. The one for the Community room is up and working
- Replaced motor for one of the compressors at the Ice Rink.

Fleet Division

New Fleet Manager - Pete Mondragon



Glad to announce the new Fleet Manager due to the retirement of Christopher Sena. Mondragon has been an employee of Los Alamos County for approximately eight and one-half years during which he served in multiple capacities all within the Fleet Division. Prior to employment with Los Alamos County, Mr. Mondragon served over fifteen years with the New Mexico National Guard, and more recently four years with the New Mexico Department of Transportation, all of which worked in the field of fleet and equipment maintenance and repair.



New 2017 Ford Cargo Van for Police Department



Recently sold truck using an online auction that netted the county just over \$36,000.

Traffic & Streets Division



Traffic and Streets hired two new Equipment Operators. Meet Emiliano Martinez (left) and Cruz Lugo (right). Welcome aboard!



Crews assisted Utilities and re-patched a street/pavement cut at 999 Central



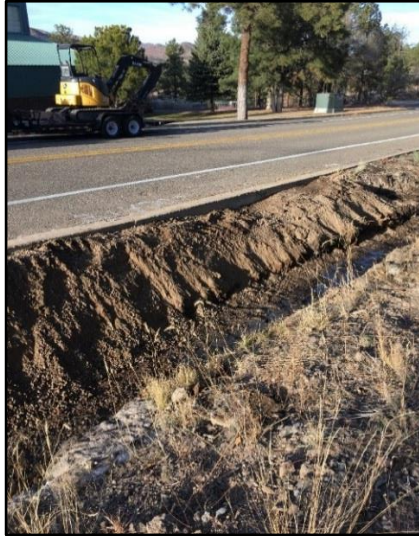
Crews replaced vertical panels in the center median at Trinity & 39th Street and on State Road 4.



Crews replaced the concrete ramp leading to the terminal at the Los Alamos County Airport



Crews patched a utility cut at Sherwood alley behind Smiths in White Rock



Crews repaired a drainage ditch and covered exposed lines along Canyon Road east of Central Avenue.



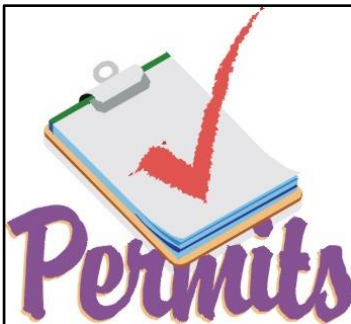
Crews removed graffiti from the sidewalk at a residence in White Rock on La Vista



Southwest Fire Defense, a contractor for a resident in Los Alamos removed a tree threatening Diamond Drive. LAC Staff worked with this contractor to develop a traffic control plan. Removal was professional and did not threaten pedestrian or motor vehicle traffic in the area.

Traffic Electricians worked on several tasks the past month including, but not limited to the following:

1. The 20th Street lighting conduit and wiring inspection and final walk through.
2. Canyon Road- they continued removing and replacing 25' streetlight poles with newly powder coated poles.
3. Transit shelter lighting power project - worked providing power for shelter lights along Diamond Drive.
4. Installed timers along the Central Ave. lighting pedestals to control holiday light displays.
5. Turned off the lights on Central Ave. for the 2017 light parade.
6. Assisted Parks Department with replacement of a light shade at the Urban Park tennis courts.



The Traffic & Streets Division processed a total of 155 Excavation and Curb Cut Permits and 184 Traffic Control Permits, (year to date).

Transit Division


NEW YEAR'S BUZZ BUS
Don't Drink & Drive... Dial-A-Ride!

Reservations will be accepted beginning at 7:00 am Thursday Dec. 28th until no later than Friday Dec. 29th at 8:30 pm.

Sunday, December 31st
6:00 p.m. to 1:30 a.m.

Call **661-RIDE(7433)** to request a ride
First come, first served, so call early!

Note that no one will be available to take calls on Saturday Dec. 30th, but calls will be returned on Sunday Dec. 31st starting at 6:00 pm through the remainder of the evening.



Funding for this service provided by the Los Alamos County DWI Planning Council.

END DWI
IN LOS ALAMOS COUNTY

The Transit Division will be partnering with DWI Program for New Year's Eve Buzz Bus on December 31, 2017. Reserve your ride early and save your place. Reservations will start on Thursday December 28, 2017 and Friday December 29, 2017 from 7:00 am to 8:30 pm. Phone lines will resume on Sunday December 31, 2017, 6:00 pm. You can help end DWI in Los Alamos County, give us a call.

Atomic City Transit is improving bus stops when requested. We recently received a request for trash receptacle on Meadow Lane near Chamisa Elementary School. A special emphasis was placed on Recycling.





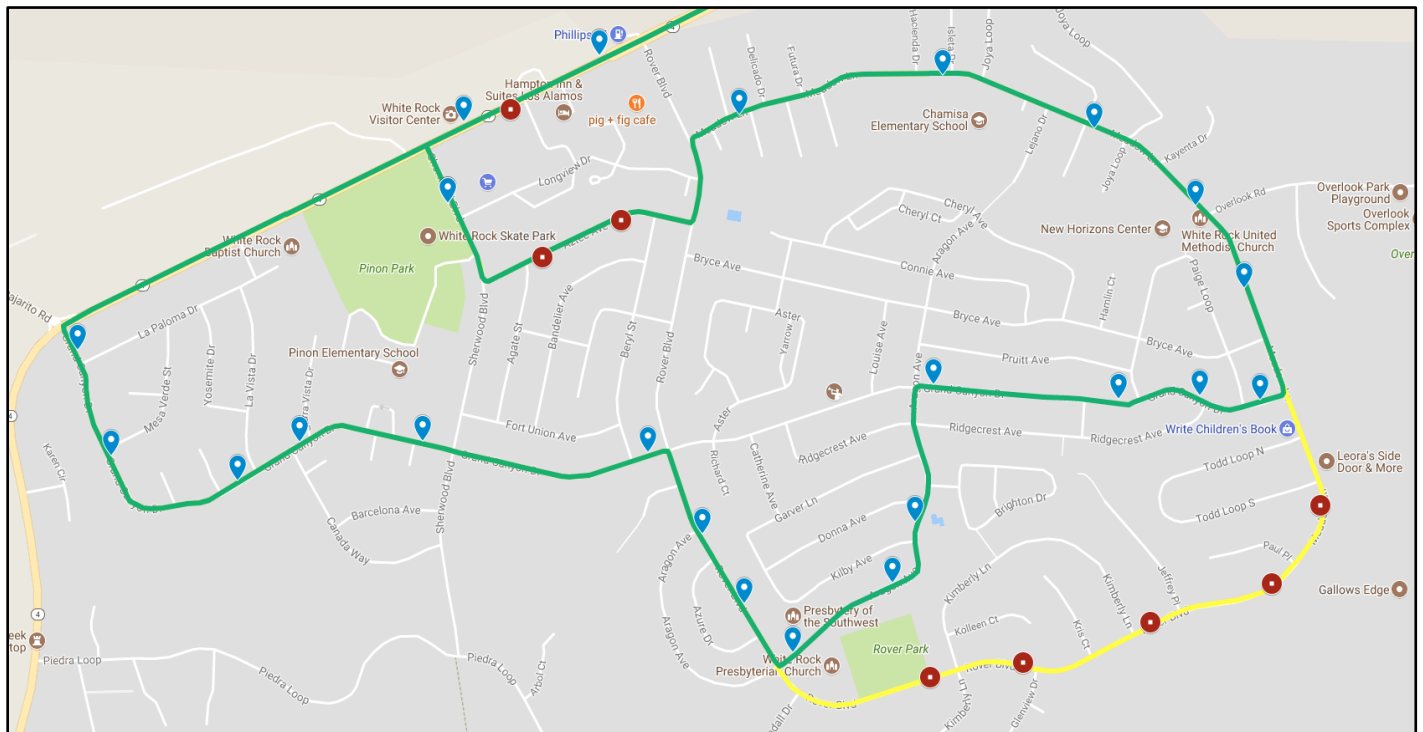
Atomic City Transit participated in the Los Alamos County 2017 Winter Light Parade. Several transit Operators came out to help decorate the bus and show support of the event.



Transit Operators Justin (Left), Mick (Center), Jacob (Left) decorate the bus for the light parade.



On October 23, 2017, Atomic City Transit began our new 2 Peak service from White Rock to Los Alamos downtown area. We have seen an increase in ridership as customers get use to the new route and find new options for commuting. 2 Peak serviced 113 customers for the month of October and more than tripled the ridership for November with a total of 387. Atomic City Transit Operators are performing a boarding and alighting survey for the entire system for the pilot trial of Rover Blvd. in White Rock as well as providing information in the upcoming bus stop shelter plan.



White Rock service area for 2 – Peak Service – Yellow indicates pilot service area



Atomic City Transit has been busy installing automatic voice annunciators in all fixed route buses. They next time you are on the bus you will hear a voice announcing your next published stop, the destination of the route or possible stop request. In addition, interior destination signs have been added for visual information of the next published stop and final destination. The project is estimated to be complete by the end of January 2018.



Dear Philo,

12/14/17

I would like to extend a sincere thank you to you and your team for working with the schools to come up with a solution for the Barranca bus issue. I know I speak for other parents as well when I say we are extremely grateful!

Thanks again,
Laura Loy



December 11, 2017

Mr. Harry Burgess
County Manager
Los Alamos County

NMAM Annual Meeting
Committee 2017

Linda Deck
Local Arrangements Chair

Katie Bruell
Programming Chair

Sue Taylor
Second Vice-President

Dear Harry:

Many, many thanks for the in-kind sponsorship by Los Alamos County and its generous donation of the use of Fuller Lodge and its staff support toward the 2017 New Mexico Association of Museum's Annual Meeting. I would especially like to recognize Jocelyn for arranging for the set-ups we needed, Amanda and Yvonne for making all happen as planned, and Phil for ensuring we were safely locked up day to day. We couldn't have done any of this without the insight and helpfulness of Linda Matteson; she was a key member of my Local Arrangements Committee.

Through the generosity of your organization and others, we were able to provide four days of workshops, presented papers, events, and tours to our membership, the professionals and volunteers who create and run our state's museums. Over 80 museum professionals and volunteers from around the state, and Texas as well, attended this year's conference here in Los Alamos. Many have said it was the best annual meeting in years...made so special because of the venue in which it was held, Fuller Lodge. Some would like us to come back here every year!

NMAM's mission is to promote cooperation and communication among all museums, museum workers and related organizations. The association strives to improve professional standards within the museum field through activities, events, educational programs and fellowship and acts as an advocate for New Mexico museums at the local, state, national and international levels.

Your support of NMAM certainly helped make our entire event be more successful!

Sincerely,

A handwritten signature in black ink that reads "Linda".

Linda T. Deck
Local Arrangements Chair
505-500-5148

PMB #149 • 1208 San Pedro, NE • Albuquerque, NM 87110-6762 • www.nmmuseums.org



ATOMIC CITY TRANSIT

Passenger Name: July Morent Date: 11/30/17

Address: _____ Phone: _____
(In order for this to be a valid complaint, name and address must be completed)

COMPLAINT ☐ COMMENDATION ☒ SUGGESTION ☐

2P, Dwight, 8:20 @ Chanite

This is a great route, drop a kid off
and hop on the bus to work.

Include specific information (e.g., route, driver's name, time of day). Thank you for helping us to improve our transportation services.

AtomicCityTransit.com (505) 661-Ride



ATOMIC CITY TRANSIT

Passenger Name: Helly Limbach Date: 11-3-17

Address: _____ Phone: 505
(In order for this to be a valid complaint, name and address must be completed)

COMPLAINT ☐ COMMENDATION ☒ SUGGESTION ☐

Cassie is such a pleasant driver and
makes Atomic Transit a great place
to ride! She is AWESOME!

Include specific information (e.g., route, driver's name, time of day). Thank you for helping us to improve our transportation services.

AtomicCityTransit.com (505) 661-Ride



ATOMIC CITY TRANSIT

Passenger Name: Tarauna Thorsdottir Date: Nov 3rd

Address: _____ Phone: 203

(In order for this to be a valid complaint, name and address must be completed)

COMPLAINT ☐ COMMENDATION ☒ SUGGESTION ☐

Deborah was driver bus (2P) and I was
being waiting for 2T. She stated it was a
new bus and I had to get on she could take
me back up to 1A as was advised to
celebration to go home. I thought it to be
kind of a past. There was a load of traffic
but no still make it. She deserve a bonus for
include specific information (e.g., route, driver's name, time of day). Thank you for helping us to
improve our transportation services. her kind spirit.

AtomicCityTransit.com (505) 661-Ride



ATOMIC CITY TRANSIT

Passenger Name: Lise Rønning Date: 20-11-17

Address: Bremen - Germany Phone: _____

(In order for this to be a valid complaint, name and address must be completed)

COMPLAINT ☐ COMMENDATION ☒ SUGGESTION ☐

Julie and overall service
was professional and courteous

(include specific information (e.g., route, driver's name, time of day). Thank you for helping us to improve our transportation services.)

AtomicCityTransit.com (505) 661-Ride

Dear Street Department,

While taking a Personal Revival Class at my church, I was reminded by the Lord of a time in elementary school when I and my friend vandalized fresh cement sidewalk in front of the County Court house by writing inappropriate words. We were not caught and I noticed later the sidewalk had been replaced. I am now a Christian and I am very sorry I participated in that. I am not sure how much it cost back in the 1960's to replace those sidewalk blocks. Here is a token of my repentance to use toward sidewalk repairs or to give to your favorite → charity. I am very sorry. Please forgive me.

Sincerely,

Kathy Dible

A card was sent to the Traffic & Streets Division. A thoughtful reply was sent back to Kathy along with her check.



County of Los Alamos

Staff Report

January 04, 2018

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:

Index (Council Goals):

Presenters:

Legislative File: 10245-17

...Title

Recruitment for Transportation Board Members