



County of Los Alamos

1000 Central Avenue
Los Alamos, NM 87544

BCC Agenda - Final

Lodgers' Tax Advisory Board

*Linda Deck, Chair; Katie Bruell, Vice Chair; Stacy Baker;
Catherine Mockler; and Jacqueline Shen, Members*

Tuesday, April 16, 2019

12:00 PM

1000 Central Avenue, Room 110

I. ADMINISTRATIVE ACTIONS

A. Call to Order/Introductions

B. Approval of Today's Agenda

C. Review/Approval of Meeting Minutes

1. [11896-19](#) Minutes from the Lodgers' Tax Advisory Board Meeting on March 21, 2019.

Presenters: Lodgers' Tax Advisory Board

Attachments: [A - March 21 DRAFT LTAB Minutes](#)

D. Board Updates

E. Public Comment for Items Not on the Agenda

II. PRESENTATIONS/DISCUSSION ITEMS

A. Pajarito Mountain

1. Tom Long, General Manager, Pajarito Mountain

III. NEW AND PENDING ITEMS/PROJECTS

A. Los Alamos Visitor Center Opening-Apr. 17 Ribbon Cutting

B. Move May 21 Meeting Date (May 14 or May 29?)

C. Farmers Market Opportunity (Kelly Stewart)

1. [11898-19](#) Farmers Market Opportunity

Presenters: Lodgers' Tax Advisory Board

Attachments: [A - CDD Farmers Market Available Dates](#)

D. FY20 LTAB Work Plan Final Draft (Barb Lai)

E. FY20 Marketing Goals (Tourism Marketing and Visitor Center Services, Kelly/Floyd)

F. Short Term Lodging Update

IV. REPORTS

A. Inter-Board Commission Liaisons Discussion

B. Councilor Report

C. Council Goals

1. [11899-19](#) Council Goals

Presenters: Lodgers' Tax Advisory Board

Attachments: [A - Strategic Action Plan](#)

[B - MAPS SAP](#)

D. Tourism Implementation Task Force (Katie Bruell)

E. Tourism Marketing Report (Floyd Vasquez)

1. FY 19 Marketing Co-Op Update

2. Monthly Reports

F. Lodgers' Tax Revenue Report (ALL)

1. [11900-19](#) Lodgers' Tax Revenue Report

Presenters: Lodgers' Tax Advisory Board

Attachments: [A - March Revenue Report KS](#)

G. Visitation by Attraction/Visitor Centers (Melanie Pena)

H. State/Regional Tourism & Hospitality Report (Kelly Stewart)

I. Mainstreet/Creative District Report (Kelly Stewart)

1. ScienceFest Update

J. Branding Update (Kelly Stewart)***K. County Recreation Report******L. Group Marketing Events/Opportunities (All)******M. Other Announcements (All)*****V. NEXT MEETING(S)/FUTURE AGENDA ITEMS*****A. The Next Meeting***

1. May 14 or 28, 2019 at 12:00 pm in Room 110 in the Municipal Building.

B. Future Agenda Items

1. FY 20 Work Plan, Tourism Data/Metrics, RPP

VI. ADJOURN

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 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 Economic Development Department at 662-8087 if a summary or other type of accessible format is needed.



County of Los Alamos

Minutes

Lodgers' Tax Advisory Board

1000 Central Avenue
Los Alamos, NM 87544

Linda Deck, Chair; Katie Bruell, Vice Chair; Stacy Baker; Catherine Mockler; and Jacqueline Shen, Members

Thursday, March 21, 2019

12:30 PM

1000 Central Avenue, Room 200

I. ADMINISTRATIVE ACTIONS

A. Call to Order/Introductions

Members Present: Linda Deck, Chair; Katie Bruell, Vice Chair; Catherine Mockler, Jacqueline Shen, and Stacy Baker Members

Absent: Council Liaison James Robinson;

Others Present: Linda Matteson, County Manager's Office; Kelly Stewart, Staff Liaison; Floyd Vasquez, Sunny 505; Melanie Pena, Los Alamos Commerce and Development Corporation; Barbara Lai, Admin Support.

The Meeting was called to order at 12:34 pm.

B. Approval of Today's Agenda

Ms. Mockler moved to approve the agenda. Ms. Shen seconded the motion. The motion passed (5-0).

C. Review/Approval of Meeting Minutes

1. [11822-19](#) Minutes from the Lodgers' Tax Advisory Board Meeting on February 26, 2019.

Attachments: [A - February 26 Draft Minutes](#)

The board reviewed the minutes of the previous meeting. Chair Deck moved to approve the minutes as written. Vice Chair Bruell seconded the motion. The motion passed (5-0).

D. Public Comment for Items Not on the Agenda

No public comment.

II. PRESENTATIONS/DISCUSSIONS

A. Outdoor Recreation Industry

Jim Glover & Marianne Tennebaum, Once a Day Marketing

Jim Glover with Once A Day Marketing, presented an outdoor recreation update to the board. The presentation covered outdoor recreation not only as a generator for increasing tourism but also as a powerful economic driver for the local economy. Mr. Grover discussed the growth in outdoor industries moving into rural recreation areas. Specifically, he described to the members the growth and economic impact of the outdoor recreation industry in Ogden, Utah and in Farmington, NM. He encouraged the board to emphasize outdoor recreation opportunities in Los Alamos.

III. NEW AND PENDING ITEMS/PROJECTS

A. FY20 LTAB Work Plan for Approval

1. [11823-19](#) Draft FY20 LTAB Work Plan

Attachments: [A - DRAFT FY20 Work Plan](#)

Chair Deck explained her comments on the FY20 Work Plan to the board. Members discussed their ideas for additional revisions. Ms. Lai pointed out that the public outreach section should contain detail and action steps. Vice chair Bruell made a motion to approve the FY20 Work Plan with revisions. Ms. Mockler seconded the motion, and the board approved the FY20 Work Plan 5-0.

B. Possible Action on FY2020 Lodgers' Tax DRAFT Fund Budget

1. [11835-19](#) Lodgers' Tax DRAFT Fund Statement for Board Discussion

Attachments: [A - Lodgers' Tax DRAFT Fund Statement for Board Discussion](#)

Ms. Matteson explained the budget status of the Lodgers' Tax Fund and presented the proposed FY20 budget which funds priorities in the Strategic Plan and the Tourism Plan. She also pointed out that revenues are increasing and therefore adding to the balance. The proposal to the County Manager is to spend down the balance by increasing the allocation for marketing contracts, enhancing public displays in the visitor centers, redesigning the web site, and increasing funding to the NM Tourism Department Coop Marketing program.

Chair Deck made a motion to recommend to County Council approval of the proposed Lodgers' Tax Fund Budget. Ms. Mockler amended and seconded the motion. The amendment includes adding the Los Alamos Visitor Center to the budget narrative. The motion passed 5-0.

IV. REPORTS

A. Councilor Report

No report.

B. Inter-Board-Commission Liaisons Update

Art in Public Places - Chair Deck updated the board on the status of various art projects planned for the county.

Historic Preservation Advisory Board - Ms. Lai reported that the meeting was canceled due to a lack of quorum. She also reported that the interview process to fill three vacancies is complete. Council voted on March 19 to appoint the three applicants.

Library Board - No report.

Parks and Recreation - No report.

Planning and Zoning Commission - No report.

Transportation Board - No report.

C. Tourism Marketing Report (Floyd Vasquez)

1. [11824-19](#) March Marketing and Activity Reports

Attachments: [A - March 2019 LTAB Marketing Report](#)
[B - March 2019 Los Alamos Activity Report](#)

Mr. Vasquez explained the news headlines data in the activity report to the board. He also reported that Facebook numbers are down slightly possibly due to the Facebook outage and Facebook's charging practices. Mr. Vasquez asked for volunteers to work at the marketing booth at the National Senior Games in Albuquerque which will feature Los Alamos athletes. Chair Deck mentioned that the board needs to determine how visitors decide to come to Los Alamos.

D. Lodgers' Tax Revenue Report (All)

E. Visitation by Attraction/Visitor Centers (Melanie Pena)

1. [11828-19](#) Visitation Report

Attachments: [A - February 2019 Monthly Report](#)

Ms. Pena reported that the Los Alamos Visitor Center soft opening is delayed to April 6. She also stated that some of the attraction centers visitation is down due to the severe weather conditions in February.

F. State/Regional Tourism & Hospitality Report (Kelly Stewart)

Ms. Stewart announced that member Baker will attend the Governor's Conference on April 29-30 in Santa Fe.

G. Mainstreet/Creative District Report (Kelly Stewart)

H. Branding Update (Kelly Stewart)

I. County Recreation Report

J. Group Marketing Events/Opportunities (All)

Chair Deck encouraged everyone to answer the customer service survey sent to the board by Ms. Pena. Ms. Stewart asked everyone to respond to the Economic Vitality Strategic

Plan feedback on Open Forum.

K. Other Announcements (All)

V. NEXT MEETING(S)/FUTURE AGENDA ITEMS

A. Next Meeting: Tuesday, April 16, 2019, 12-2 pm

Municipal Building, Boards & Commissions Room 110

B. Future Agenda Items

FY20 Work Plan, Tourism Data/Metrics, RPP

VI. ADJOURN

The meeting adjourned at 2:33 pm.

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 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 Economic Development Department at 662-8087 if a summary or other type of accessible format is needed.

CDD Farmers Market Available Dates

Open to the public 8 am to 12:30 pm

Set up starts at 7:00 am – we usually start about 8:00 am

These dates are already reserved for CDD. You may share a table with Codes, CDAB and/or HPAB

May 2

June 6

July 18

August 22

September 26

October 10

2019

STRATEGIC LEADERSHIP PLAN

L  S A L A M  S

Vision

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



Communication & Transparency



In January, 2019, the Los Alamos County Council identified 7 strategic priorities; these were subsequently adopted on February 5, 2019. These priorities address issues important to the community that the Council agrees to focus and make progress on in the coming year; they are hard and cross-cutting and will support and help enable multiple initiatives currently underway. This does not mean that the county will only work on and invest in these priorities; they are a tool to help assure that in the context of all of the ongoing county efforts, a focus on a few high-level, important but challenging goals is maintained.

For each of these priorities, concrete actions for addressing them will be identified. Additionally, multiple mechanisms will be used to promote engagement with the community to clearly and more broadly communicate what the priorities are and elicit ideas and creative solutions for making progress. The status of the priorities will be reviewed and reported on a regular basis.

Ongoing improvement in communication and transparency in county policy setting is an overarching Council goal that will be a component of all our efforts.

These priorities were identified in the context of uncertainty regarding the County's Gross Receipts Tax revenue; it is understood that addressing priorities that require funding outlays will be contingent on the resolution of this uncertainty.



Priority Areas

Increasing the amount and types of housing options.

This includes a variety of housing options for all segments of the community, from affordable, entry level, and live-work housing to new options for those interested in downsizing or moving closer to central areas of the community.

Enhancing support and opportunities for the local business environment.

This includes appropriate support for existing businesses, growing new businesses, and supporting technology start-ups and spin-offs.

Addressing long-term building vacancies in key areas of our community.

Land availability in Los Alamos County, and in particular in the downtown areas, is limited and there is a desire to work towards better utilization, opportunities for new businesses, and improved aesthetics.

Protecting and maintaining our open spaces, recreational, and cultural amenities.

Los Alamos County open spaces and cultural attractions are greatly valued by the community and provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.

Supporting social services improvement.

Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of county support could help address current needs.

Investing in infrastructure.

Appropriately balancing maintenance of existing infrastructure with new investments in county utilities, roads, facilities and amenities will help improve environmental stewardship, sustainability, and quality of life.

Planning for appropriate levels of county services.

Making sure we understand the level of services our citizens want will allow us to make appropriate investments in processes and staff to achieve them.

As noted, establishing these priorities is intended to help maintain focus on issues important to the community and support and help enable multiple ongoing initiatives important to the future of our community. These initiatives have benefitted from significant public involvement, time, and expertise and it is essential that we continue to work on:

Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth.

Implementation of the 2018 Tourism Strategic Plan.

Utilizing the recommendations of the Community Development Advisory Board.

Addressing issues noted in the 2018 State of Health in Los Alamos.

Pursuing key goals described in 2018 DRAFT Los Alamos County Economic Vitality Plan.

Partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high-quality educational opportunities in the community.

Maintaining and improving transportation and mobility.

Strengthening coordination and cooperation between County government, LANL, and regional and national partners.

Collaborating with Los Alamos National Laboratory as the area's #1 employer.

Work towards the Department of Public Utilities Strategic Goals and integration of these efforts with activities in support of the County's strategic priorities will be essential for achieving desired outcomes effectively and efficiently; mechanisms for improving this integration are being implemented.

COUNCIL PRIORITY - ECONOMIC VITALITY

Strategic Focus Area - Economic Vitality

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Council Priority Goal: Build the local tourism economy	Create entry point for visitors to Los Alamos	The only remaining task to be completed at the "Los Alamos Project Main Gate Park" is an informational panel that describes the history of the park and the role of the Kiwanis in its development. It is tied to the Wayfinding project for all of townsite and will require funding. Other plans long-term include re-paving/landscaping/pathways around the park for visitors - to be funded. Parks laid out the Main Gate Park to better accommodate RVs and this was discussed with the P/Rec Board last year.	CMO	On Hold Awaiting Funding
	Continue to promote Historic District and gaining tour (public) access long term to the MPNHP Sites	Fuller Lodge - Grant for interpretative plan completed; now moves to Historic Preservation Advisory Board to lead and implement the plan.	CMO	On Going
		MPNHP Sites - Tours of MPNHP LANL Sites offered during ScienceFest. In 2019, tours will be offered the weekend before Trinity Site tours and during ScienceFest. Nearly 100 people attended the tours in 2018.		
		Restoration work by NPS on the Pond cabin completed. Restoration of windows by NPS on Slotin building underway.		
	Enhance the Historic District Walking Tour	It is expected that the Historic Preservation Advisory Board will separate the interpretative plan for the Lodge into action items and pursue grants to implement pieces of the plan that will enhance the walking tour.	CMO	Spring 2019
	Continue to work on partnering to support the MPNHP	Manhattan Project Subcommittee was folded into the Tourism Task Force.	CMO	On Going
	Develop and implement County-wide Wayfinding program	Work was completed by MERJE in 2018. Has been #2 on CIP lists for past two years.	CMO	On Hold Awaiting Funding

COUNCIL PRIORITY - ECONOMIC VITALITY

Strategic Focus Area - Economic Vitality

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Council Priority Goal: Build the local tourism economy	Expand ScienceFest, the County's signature event	projectY sponsored a help session for those wishing to participate. Participation by vendors nearly doubled, with 70 vendors in 2018, as compared to 40 in 2017. Renamed Saturday main event "Discovery Day" to align with brand. Tours of the LANL MPNHP Sites were offered during the event.	CMO CSD PW	On Going
	Develop Tourism Plan (Council directed item)	Tourism Plan was adopted in February and Tourism Task Force meets at least monthly with 11 citizens, including Boards and Commissions representatives. Focus has been on move of the Visitor Center in Los Alamos.	CMO	On Going; Awaiting Funding for Some Items
	Continue development of a brand to market the County	Discoveries Action Team began meeting April 2018 and meets monthly. Facilitated by Once a Day Marketing group and staff. Focus continues to be on community engagement. Place Making and Place Marketing subgroups are working on several ideas with project champions. Brand ambassador training program was funded with an LACDC grant in October 2018. County to have input into the program as it proceeds.	CMO	On Going
Council Priority Goal: Promote vitality in our neighborhoods and downtown areas and eliminate blight in Los Alamos and White Rock as part of an overall property maintenance and beautification effort	Allocate CIP funds for design and construction of downtown streetscape improvements, including sidewalks, landscaping pocket parks and signage	Developed concepts for Deacon Street, including parking and streetscapes that might support "buskers row" or other events as part of Economic Development projects.	PW	On Hold Awaiting Funding
	Enhance the development of compact, high-quality mixed-use pedestrian districts in downtown Los Alamos and White Rock	RFP for five parcels at 20th Street was issued early 2018 and one of the lots (5C) was sold for Starbucks to build a large-format store with drive through. Traffic light installation at 20th/Trinity is expected to occur in 2019. Interest in purchase of a second lot on 20th is being considered by a developer.	CMO	On Going
	Enhance commercial property maintenance code enforcement standard	Staff enforcement is on going and addressed commercial properties such as the Black Hole, Hilltop House, Motel 6, 9th Street Apts, and the Longview area of White Rock. NOV's issued Jan. 1, 2017 thru Nov. 16, 2017—164. NOV's issued Jan. 1, 2018 thru Nov. 16, 2018—135.	CDD	On Going

COUNCIL PRIORITY - ECONOMIC VITALITY

Strategic Focus Area - Economic Vitality

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Council Priority Goal: Promote vitality in our neighborhoods and downtown areas and eliminate blight in Los Alamos and White Rock as part of an overall property maintenance and beautification effort	Enhance private property maintenance code enforcement standard	Council appointed a new Community Development Advisory Board in August 2018 and they meet monthly with CDD as staff liaison. The CDAB has an adopted Work Plan and is currently working on review of code enforcement provisions in the County code, as well as reviewing monthly cases. In October, they conducted a "ride a long" with Code Compliance Officials. In addition CDD Code Compliance Officials worked through a long-standing issue related to a re-roof of a private residence in White Rock, to bring the property owner into compliance after several court appearances and citations.	CDD	On Going
Promote a strong and diverse economic base by encouraging new business growth	Perform economic development prospecting to include targeted marketing events	Hosted statewide DisruptTECH Conference again this year with the Feynman Center to provide networking opportunities for startups. Continued to participate in the RDC Venture Acceleration Fund awards to small startups. Staff continues to actively recruit prospective retail, hotel and conference center opportunities.	CMO	On Going
	Pursue high speed broadband network	State legislature appropriated \$275,000 in 2016 in capital outlay funds to be used for the middle mile. County Manager (CM) continues to explore alternative routes.	CMO ASD IM	2019
	Encourage Kroger to develop the Trinity Site to include major anchor retailer	Marketers continue to pursue developers.	CMO	On Going
	Support the development of Pajarito Mountain through public-private partnership and investment	The County is supporting the Camp May water pipeline and snow-making project. Council approved \$500,000 in 2017 for possible improvements for Bike Flow Trails on the mountain. A portion (\$50,000) of this amount was segregated to pursue design concepts for a Bike Flow Trail in 2018. The balance could still be dispersed for use on Pajarito Mountain in the form of a LEDA loan/grant, pending further action on the Bike Flow Trail project or other Council direction in 2019.	CMO	2019

COUNCIL PRIORITY - ECONOMIC VITALITY

Strategic Focus Area - Economic Vitality

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Promote a strong and diverse economic base by encouraging new business growth	Advertise directly to site selectors and new business/employee prospects	Staff attended ICSC to recruit new retail/restaurants and promoted live/work/play opportunities featuring Los Alamos start-up owners. UbiQD was able to secure a State LEDA loan for \$125,000 in 2018, partly due to previous LEDA support from the County, enabling them to expand in 2017 through a local LEDA application. Keeping site selectors informed on RFPs such as the 20th St. parcel to interest them in creating new shops, such as Starbucks new large-format store opening in 2019, also helps meet this goal as land becomes available and is marketed.	CMO	On Going
Collaborate with LANL as the area's #1 employer	Support workforce development and LANL suppliers	The County funding of the Regional Development Corporation (RDC)/Regional Economic Development Initiative (REDI) supports workforce development efforts and supplier growth.	CMO	On Going
	Update the Economic Development Strategic Plan (EVSP)	Plan was updated through EVAT meetings and discussed with Council July 2018. Final draft completed Fall 2018. Goal is to take EVSP to newly seated Council for further discussion and possible adoption.	CMO	March 2019

COUNCIL PRIORITY - ECONOMIC VITALITY

Strategic Focus Area - Financial Sustainability

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Encourage the retention of existing businesses and assist in their opportunities for growth	Retain businesses	Staff successfully expanded MainStreet designation in Nov. 2018 to include the White Rock Visitor Center/Bandelier Shuttle Service area and surrounding businesses on SR4, opening up new funding opportunities through MainStreet programs.	CMO	On Going
Support spin-off business opportunities from LANL	Promote new business growth	New Mexico Consortium, originally funded through a County LEDA loan/grant, continues to grow rapidly and the EVA is working with them as they seek additional space, in order to keep this successful business, as well as other spin-off businesses like UbiQD, located in Los Alamos County.	CMO	On Going
Significantly improve the quantity and quality of retail business	Increase GRT collections	Retail GRT collections have increased by approximately 40% over the last two years.	CMO	On Going

COUNCIL PRIORITY - QUALITY OF LIFE

Strategic Focus Area - Housing

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Council Priority Goal: Promote the creation of a variety of housing options for all segments of the Los Alamos community, including in-fill opportunities where appropriate	Develop and launch Home Renewal and Home Buyer programs	Home Renewal Program 2017 Phase 2 (13 applications): Work completed on five homes with three more homes expected to finish by Nov. 2018. Home Renewal Program 2018 Phase 1: By Nov. 2018, the Loan Review Committee had recommended approving five applications and these are under review by the County Manager. Work includes improvements for energy efficiency, accessibility and general repairs. Home Buyer Assistance 2018: Eleven home purchases were completed since program launch in Nov. 2017. The Loan Review Committee recommended approval of two more applications and they are under review by the County Manager.	CDD	On Going
	New Housing Development: Be responsive to potential partnerships that will produce new housing units in the County	Renovation of Oppenheimer/Trinity office building being considered to convert into apartments. Apartment housing project awarded for A-13 (former DOE bldg. site south of Trinity) which will add 150 units. Quemazon In-Fill project was completed fall 2018, adding 10 units.	CDD	On Going
	New Housing Development: Produce new housing units for seniors, workforce, and families as part of the A-19 Development	Now renamed as the Mirador subdivision, the A-19 project will add 161 units plus an additional 60 apartments in White Rock. Construction began on infrastructure in April 2018 and housing construction is expected to begin in Spring 2019 by Raylee Homes, the project developer.	CDD	2019
	Market County-owned parcels for workforce and senior housing	Canyon Walk Apartments by Bethel (near DP Rd./ Fire Training Tower): Land sale for this property (A-9) for affordable housing under a State tax incentive program was completed in Nov.; construction underway will add 70 low income qualified units suitable for workforce housing by January 2020, and is well-suited for workforce housing as it is located within walking distance using Canyon Rim Trail to connect to Smith's Marketplace and nearby Mari Mac, plus, public transit is located nearby for easy access. 70-90 units are being considered under a second State tax incentive request being processed by early 2019; the request from Bethel is for the A-8 property on DP Rd. for an Affordable Senior Housing project called "The Bluffs."	CDD	On Going

COUNCIL PRIORITY - QUALITY OF LIFE

Strategic Focus Area - Education

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	The joint County Council/LAPS Board meetings are held monthly. Attendees continue to discuss potential capital project funding opportunities. County contributed \$1.2 million to Duane Smith Auditorium renovations, and construction is completed. County and Schools are considering a housing project on Middle School land on North Mesa, with the County submitting a funding request to the State Legislature in support of infrastructure that would be needed. School Board voted to support the request in Nov. 2018 and it is on the State Legislative Agenda to be adopted by Council on Dec. 18, 2018.	CMO	On Going
Partner with Los Alamos Public Schools' and UNM-LA - support as appropriate, the delivery of their educational services to community standards	Implement public safety educational programming	In partnership with LAPS and CSD, Police Dept. offered Safety Town, a program where students learn basic strategies to keep themselves safe, while practicing specific procedures in new situations. 92 pre-K children graduated from the program with planning for the 5th year already underway.	CSD LAPD	On Going
	Support literacy in the community	The Library provides on going reading programs for ages 0-18, including 1000 Books Before Kindergarten, summer and winter reading programs, and a homeschool book club. In partnership with the LAPS, launched Cover to Cover - a book club for all 3rd-6th graders in our community, and Project Lit - a community wide book club focusing on new young adult literature. Collaborate with JJAB to promote Dolly Parton's Imagination Library (an initiative to place books with pre-K children) and other early literacy initiatives. The on going Book Buddies program pairs a new reader with a more experienced one in an effort to improve the literacy skills of the beginning reader. Expanded focus on teen literacy through a series of school tours, outreach, collection development, and programs focusing on developing teen's recreational reading habits. Host tours and provide class visits for local elementary schools and began program to develop monthly outreach to daycares.	CSD	On Going
	Support Social Services Programs that benefit education system	School Prevention Specialist Initiative funded. Continued funding the JJAB youth initiative. Coordination of the Suicide Awareness and Prevention sub-group of Community Health Council. Continued funding, via contract, case management for elementary-aged kids and their families. Social Services staff continue to pursue options for locating a Public Health Office with beneficial office hours and easy access/proximity to the schools after action in 2017 eliminated the office/nurse.	CSD	On Going

COUNCIL PRIORITY - QUALITY OF LIFE

Strategic Focus Area - Quality Cultural and Recreational Amenities

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community	Develop CIP projects	On Dec. 5, 2017, the four CIP projects for golf course irrigation, ice rink improvements, splash pad at Piñon Park and a Kiddie Pool were approved to proceed to design. All are "on hold" pending tax status of the new Triad contractor for LANL operations and management.	PW	On Hold Awaiting Funding
Council Priority Goal: Maintain and improve existing outdoor recreation and open space amenities	Consider Options for a new Flow Trail in Los Alamos	\$50,000 was set aside for this project in 2017. In 2018, a consultant was hired to explore options ranging from establishing a family-friendly bike trail in various canyons around Los Alamos. Results were presented to Council in Sept. 2018. All options had limitations due to terrain, coinciding with equestrian traffic, accessibility or difficulty levels. Council directed further exploration of some of the options for the trail and that work is in progress.	CSD	2019
	Expand the Canyon Rim Trail	The County rec'd funding from the State to build an underpass to connect the LA Mesa Trail on the north side of NM502 with the southerly trailhead start of the Canyon Rim Trail. Design is in progress. Construction could begin Summer 2019, dependent upon the NM502 roundabout project and other projects impacting NM502 commuter traffic. Easements for the Phase 3 project of the trail are in progress – those required on DOE property have been acquired but others for private property that are needed to bring the trail from Smith's Marketplace into the downtown area.	PW CSD	2019
	Enhance Open Space opportunities to appeal to a variety of users	Open Space Specialist held work parties for volunteers several times in the last year to maintain or clean up trails around Los Alamos and White Rock, including tire removal in White Rock Canyon. The Open Space Division has been working with Parks' staff to update and install new Trail Head kiosks and new markers along trail intersections for better navigation. Trail network guide maps are being updated for printing along with the overall trails map showing all trails. A contract to restore erosion damage is set to be awarded before year-end for Graduation Canyon, with plans to have a public education project with "before/after" photos and an educational panel showing users the changes and needs for improvement in the canyon bottom, which is greatly needed of repair.	CSD	2019

COUNCIL PRIORITY - QUALITY OF LIFE

Strategic Focus Area - Environmental Stewardship

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities	Continue communication and outreach efforts to increase awareness of the County's sustainability program	Env. Services continues to attend community events and distribute informational brochures and educational materials. A new sustainability focused community-wide education, engagement and incentives program was launched in 2018. The Environmental Sustainability Board members are working with staff on a variety of Zero Waste articles to support public outreach; the articles are submitted to local media and published online.	PW	On Going
	Develop and implement an Environmentally Preferable Purchasing Policy	The County's internal Green Team completed the policy and it is under consideration by the County Manager. Green Team promoted responsible purchasing practices and other initiatives at Customer Service Week Event in October 2018.	PW	On Going
	Track usage in County facilities in order to quantify savings from retrofits and upgrades	Staff continues assessing annual usage data and reviewing with departments in all areas, including sustainable energy, water usage, recycling, fuel usage and other projects underway internally and with the assistance of the Green Team. Updates are reported annually and provided to Council and public in monthly County Manager reports.	PW	On Going
	Evaluate the use of alternative fuels	The Public Works Department is in the process of purchasing two electric buses under a federal transit grant program called Low or No Emission Vehicle Program – 5339(c)	PW	On Going
	Develop and implement new programs and initiatives to increase the amount of material diverted from area landfills	Yard Trimming Roll Cart program was implemented in July 2018. When comparing tonnage for calendar year 2017 from the quarterly brush collection program to the current program, Env. Services has collected twice as much material than from the previous program in the first half of the year alone. The entire 2017 total was 223.75 tons, with quarterly collection. Jan. – June 30, 2018 was 135.67 tons with quarterly collection. July 1 – Nov. 14, 2018 with the new Yard Trimming Roll Cart program in place: 388.59 tons, with bi-weekly curbside collection. New cardboard dumpsters were also located at various locations in November, anticipating an uptick in boxes being recycled due to holiday shipping. Recycling cardboard is a cost-beneficial project, so making it easier to place cardboard in large roll offs should help keep cardboard out of the main waste stream. Public outreach is in progress to educate the residents on the special need to recycle cardboard, not discard it in trash roll carts.	PW	On Going

COUNCIL PRIORITY - QUALITY OF LIFE

Strategic Focus Area - Mobility

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Maintain and Improve transportation and mobility	Develop a multi-modal Transportation Plan	Development of the Bike Flow Trail mentioned in a previous MAP supports this goal. Public Works staff continue to apply for grants to support enhancing multi-modal transportation options.	PW	On Going
	Improve information/technology for tracking bus schedules, services and systems	Automatic voice announcements were added at bus stops and the new voice annunciator system on the Bandelier shuttles helps enhance the visitor/ rider's experience with updates about stops and amenities. Public Works is exploring adding WiFi to buses – a popular request and growing national trend.	PW	On Going
	Continue development of a bicycle and pedestrian route through the townsite	This project overlaps with Canyon Rim Phase 3, the trail underpass for NM502, as mentioned in other MAP updates. Staff has applied for two grants to complete the high-priority Urban Trail Corridor through downtown.	PW	2020

COUNCIL PRIORITY - QUALITY GOVERNANCE

Strategic Focus Area - Operational Excellence

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Council Priority Goal: Continue implementation of the Comprehensive Plan, with an emphasis on neighborhoods	Develop priorities and time frames regarding code updates that will address Comprehensive Plan priorities	Sign code update will occur in 2019 with the Planning and Zoning Commission.	CDD	2019
Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants	Fully deploy and utilize new permitting software management system with Citizen Self Service portal functionality	Through November 2018, 180 building permits or approximately 16% had been submitted electronically online using the Citizen Self Service portal. Turnaround times have dropped from three days to two days for permit issuance.	CDD	On Going

COUNCIL PRIORITY - QUALITY GOVERNANCE

Strategic Focus Area - Operational Excellence

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants. (continued)	Work with contractors and public through interactive, informal presentations and open house formats to better explain building codes/processes	CDD staff holds bi-monthly luncheons for contractors, which have been well attended and feature a topic of interest.	CDD	On Going
	Obtain State accreditation for the Building Division	CDD successfully passed an audit by the International Accreditation Service of their processes in October and expect to be the first accredited division in New Mexico by the end of the year.	CDD	2018
Council Priority Goal: Maintain quality essential services and supporting infrastructure	Maintain a high level of investment in public infrastructure to attract new residents and serve a resident population of 25,000 people	Public Works staff has been actively involved and advocated for construction of the NM502 roundabout (Tewa Lp. to Knecht) to be constructed by the State, as well as continued advocacy for Supplemental Environmental Projects (SEP) funding to make safety improvements to SR4 at the intersection to the Truck Route. NM502 is set to proceed in March 2019 and design options for SR4 were discussed with the Transportation Board in October 2018. The County is also coordinating with the State, LANL (TA-21) and Bethel on traffic, public safety and outreach for concurring construction projects on Trinity Dr. near DP Rd. that should get underway in 2019 and be on going across the next two years.	CDD PW	On Going
	Replace existing Finance/Utility/HR software system	MUNIS was launched in July 2018 and concerns were resolved related to Utility bills by Fall 2018. Project manager, IT and staff in Procurement and Facilities continue working on the next MUNIS phases to launch that will enhance data tracking and user experiences; these will include MUNIS online financial data, coupled with better transparency/reporting for citizens to access, as well as online Vendor Self Service submittals for RFPs, invoices, and other forms. It also includes the new online Work Order submittal system for reporting such items as potholes and streetlight bulb outages, which will be available 24/7 on the MUNIS Citizen Self Service portal and features a tracking case number for easy follow up.	CMO ASD	July 2019

COUNCIL PRIORITY - QUALITY GOVERNANCE

Strategic Focus Area - Operational Excellence

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Invest in staff development to create a high performing organization	Continue implementation of County-wide training and development program to align it with the County's efforts to be a higher performing organization	More than 114 County supervisors have completed the Leadership Academy, a staff-developed program focused at providing employees with the tools needed to be successful in their positions. A 7th class began Sept. 2018. New training software to schedule and track training called LITMOS launched as part of MUNIS, with more e-learning options, providing more flexibility	CMO	On Going
Manage commercial growth well following an updated, concise, and consistent Comprehensive Plan	Development Code Updates	Planning staff are working on several high-priority changes to the Development Code as identified through the Comprehensive Plan update. Sign code update was drafted and should go to Council mid-2019. CDD staff are continuing to work on general County code clean up, such as sections related to Addressing Requirements. Parcel A-16 on DP Rd. was transferred to the County in 2018 and it is expected the County will rezone multiple parcels, which will be done with other infrastructure improvements needed on DP Rd. These rezoning changes will help with development of land on DP Rd. for light industrial and manufacturing uses. Master planning for this area, involving stakeholders and businesses along the main road, could get underway in 2019 to assist in mapping out new development areas and addressing access/parking areas for existing businesses. These efforts should occur alongside the NM502 and Bethel projects. Infrastructure updates could include extending utility lines in this area to serve existing and new businesses. CDD planning staff are also working on a Food Truck policy with members of the Place Marketing Discoveries Action Team, an idea brought forward to CDD in Sept. 2018. The policy would allow parking of food trucks at the RV Park in White Rock, and, could clearly identify areas in White Rock and Los Alamos where such activity is permitted.	CDD	2019
Establish and implement a mechanism for effective Utility policy setting and review	Establish a process for joint policy setting and review by County Council and the Board of Public Utilities (BPU)	Council and the BPU met to review financial policies and approved ordinance for interfund transfers within DPU as a result. The Council continues to meet with BPU members to work on projects and policies of joint interest.	Utilities	On Going

COUNCIL PRIORITY - QUALITY GOVERNANCE

Strategic Focus Area - Communication

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Improve transparency in policy setting and implementation	Seek opportunities to better articulate to the public Council's identification of policies and goals	New MUNIS program will feature Citizen Self Service portal to view more info online.	CMO	On Going
Create a communication process that provides measurable improvement in citizen trust in government	Continue implementing the actions outlined in the Communications Work Plan	Website was launched in March 2017 and PIO continues to work with Webmaster and coordinators to update relevant sections. New Boards and Commissions module was installed Summer 2018, making it easier to apply and track applications online. MUNIS launch in July 2018 replaced antiquated HR job application online with improved online forms, ability to save a user profile to apply more easily for jobs, and better display employment openings. The contract for the website hosted site will be extended one year in June 2019 with Civic Live continuing as third-party service. The contract for the Open Forum online forum was also re-negotiated with new vendor OpenGov (who purchased Peak Democracy earlier in 2018) and OpenGov has stated it will be updating the software to be more user friendly and with better social media access/options starting in 2019, which could benefit use of Open Forum by citizens.	CMO	On Going
	Expand use of social media to strengthen outreach and enhance communication, especially with the younger generation	Number of followers on Facebook County page continues to increase with over 4,241 (Nov. 2018) as compared to 3,700 last year (Nov. 2017). Use of Next Door social media increased and has over 1,370 members (Nov. 2018) as compared to 900 last year (Nov. 2017).	CMO	On Going

COUNCIL PRIORITY - QUALITY GOVERNANCE

Strategic Focus Area - Intergovernmental Relations

Council Goal	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
Strengthen coordination and cooperation between County government, LANL, and the regional and national partners	Support the work of Regional Economic Development Initiative (REDI), North Central Regional Transit District (NCRTD), and the Regional Coalition of LANL Communities (RCLC)	The County continues to provide staff and fiscal resources. In addition, staff is participating in the SEP's, transportation and storm water monitoring projects funded from the WIPP accident settlement. County is active participant in NCRTD Board and works to coordinate transit services.	CMO	On Going
	Explore new regional partnership opportunities	The County joined the Stronger Economies Together (SET) program in 2017, under the Mid Central Rural Corridor (Los Alamos, Sandoval and Bernalillo Counties). This USDA Rural Development program provides assistance in community and economic development planning. Once approved, SET regions can access funding from USDA to implement projects for their region. SET members worked together to complete and submit to USDA a Comprehensive Plan in summer 2018 to prioritize projects that could benefit all of the entities involved.	CMO	On Going
Actively pursue land transfer opportunities	Work with DOE/ NNSA to complete the conveyance agreement originally signed in 2002 that outlined the process for transferring parcels to the County	The County received the deed to parcel A-16-a, which sits on DP Rd. across from the commercial development.	CMO	On Going

County of Los Alamos Lodgers' Tax Revenue --Accrual Basis • 5 of 6 Collected in Feb 2019 • Reported in Mar 2019 • Presented in Apr 2019

Mo. Collected ↓			FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
1	JUL	Jun	\$31,611	28,567	30,300	24,113	25,751	23,185	22,483	32,434	31,472	27,221	23,293	23,258
2	AUG	Jul	\$32,125	27,958	32,560	10,351	26,466	23,457	24,323	33,080	33,850	31,731	27,864	26,218
3	SEP	Aug	\$34,683	29,623	27,135	31,486	25,004	25,898	24,108	24,988	35,167	30,692	29,590	27,112
4	OCT	Sep	\$31,559	27,185	25,055	35,631	23,945	19,896	16,934	23,943	25,553	25,512	24,245	20,262
5	NOV	Oct	\$29,619	25,468	19,314	8,433	10,413	16,577	15,660	19,187	22,707	23,533	22,465	21,064
6	DEC	Nov	\$26,270	19,439	18,903	31,602	23,908	12,470	14,688	16,980	19,042	20,852	20,049	12,120
7	JAN	Dec	\$23,937	18,413	17,648	16,345	15,255	13,263	13,599	15,126	16,837	21,876	17,316	11,378
8	FEB	Jan	\$16,524	17,912	16,362	15,902	6,882	12,079	11,705	15,740	13,871	17,734	17,940	20,661
9	MAR	Feb	\$30,467	20,146	22,091	17,934	16,051	11,494	12,071	16,562	13,557	20,597	19,644	10,873
10	APR			27,355	19,910	14,809	13,514	13,237	14,266	12,921	18,142	21,736	19,072	17,381
11	MAY			25,972	23,974	18,709	25,713	15,143	14,790	18,097	19,538	20,915	21,864	22,636
12	JUN			29,610	28,567	28,667	26,945	19,570	17,924	22,483	22,887	25,754	24,248	22,181
FY19	TOTAL		\$256,795	297,647	281,820	253,981	239,847	206,270	202,552	251,542	272,623	288,152	267,589	235,144

ACTUALS→

6%

11%

6%

16%

2%

-19%

-8%

-5%

8%

14%

FY18Jul-Feb

214,710

20% increase, same period FY18 (YOY)

Los Alamos County Lodgers' Tax Revenue

