



## **FY19 Work Plan for Los Alamos County Boards and Commissions**

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

**Board and Commission Name:** Lodgers' Tax Advisory Board (LTAB)

**Date prepared:** Feb 9, 2018 **Date approved by Council:** 5/1/18

**Prepared by:** Kelly Stewart, County Staff Liaison

**This work plan will be accomplished in the following time frame:**  
**from** Jul 1, 2018 **to** Jun 30, 2019

**Chairperson:** Ryn Herrmann **Term:** Dec 2015 to Present

**Members and terms:**

Loryn "Ryn" Herrmann – Dec 2 2015 - Dec 1 2018 (Term 2)  
Linda Deck – Dec 2 2016 - Dec 1 2019 (Term 1)  
Katie Bruell – Dec 2 2015 - Dec 1 2018 (Term 1)  
Catherine Mockler - Dec 2 2016 - Dec 1 2019 (Term 1)  
Elizabeth Allen - Dec 2 2017 - Dec 1 2020 (Term 1)

**Department Director:** Joanie Ahlers, Economic Development Division

**Work plan developed in collaboration with Department Director?(Y/N?)** Y

**Staff Liaison:** Kelly Stewart, Marketing Specialist, Economic Development Division  
**Administrative Support provided by:** Barbara Lai, Community Development Department

**Council Liaison:** James Chrobocinski **Reviewed by Council Liaison?** N

**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.**

**LTAB FY18 ACTIVITIES**

- Discover Los Alamos meeting and visitor bureau (DLA), a program of the Los Alamos Commerce and Development Corporation (LACDC), renewed contract with tourism materials service vendor, Fun and Games to distribute services of visitor guides to hotels, visitor centers and events statewide to all Los Alamos attractions for a reduced rate. In addition to the County's visitor guide distribution, Fun and Games now distributes brochures from the Bradbury Science Museum, the Los Alamos Nature Center/PEEC and the Manhattan Project National Historical Park/Gateway to 3 National Parks.
- LTAB presented to Council in November 2017, including the need for a full-service hotel and event space, the need for a regular source/system for collecting lodging data, i.e., average daily rate (ADR) and occupancy; enhancement of Gateway to Three National Parks, customer service training.
- Promoted Los Alamos as the Gateway to 3 National Parks, as well as high altitude recreation events and assets including the 100-plus mile trail system, Pajarito Mountain and bike tourism opportunities.
- Hosted one of ten Regional Tourism Economic Summits in Los Alamos on behalf of the New Mexico Hospitality Association (October 25, 2017)
- Worked with New Mexico Tourism Department and the New Mexico Hospitality Association to leverage all opportunities for positive exposure to target audiences, including article placement in several national magazines and statewide and southwest regional awards/recognition for Los Alamos assets and marketing efforts, e.g., the Atomic City Spy Tour
- Advised County on the Tourism Marketing Services contract. See summary of activities and results in the FY18 Tourism Marketing Plan (Can be obtained from LTAB Staff Liaison).
- Advised County on the Visitor Center Operations and Management services performed by DLA. DLA maintains, operates and staffs the Los Alamos and White Rock visitor centers, providing a quality visitor experience 7 days a week. In addition, they promote and facilitate the Bandelier Shuttle operations (May 15-October 15), fulfill all visitor guide requests, and maintain 4 auxiliary kiosk locations along Central Avenue with a weekly up-to-date event calendar. DLA also stocks 12 display racks with visitor guides and event calendars at attractions and businesses throughout the townsite and White Rock. DLA updates [VisitLosAlamos.org](http://VisitLosAlamos.org) (the County's official tourism website), and applies for, implements and solicits for matching dollars from the New Mexico Tourism Department's Marketing Co-op grants, as well as other available grant opportunities. DLA regularly collaborates with the County and the Tourism Marketing Services on advertising, marketing, print materials and events. DLA provides logistical, marketing and visitor welcome services for any event that requests Visitor Center services and or materials. DLA continues to manage the rotation of two local business display cases inside the White Rock Visitor Center.

**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.)**

**MISSION:** To advise the County Manager and Council on the expenditures of funds received through Lodgers' tax for advertising, publicizing and promoting tourist attractions and facilities in and around the County of Los Alamos.

**GOALS:**

- I. Maximize every opportunity to put heads in beds.
- II. Influence a positive visitor experience at every interface, e.g., a tourism visit is the potential first of several economic development visits.
- III. Develop measures for tourism interfaces/experiences.
- IV. Support projects that drive tourists to other local businesses, like retail and restaurants.
- V. Serve as a conduit between the public and the County Council.

**COUNCIL 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 education, recreational and cultural opportunities in a vibrant, small-town atmosphere.

**COMMUNITY ASSET AREAS:** 3 National Parks and High Altitude Recreation.

**AREAS OF FOCUS:** National Parks Trifecta including Manhattan Project National Historical Park, High Altitude Sports & Recreation, Hospitality Industry, Branding & Marketing and Destination Vitality.

1. Support implementation of the Tourism Strategic Plan, Wayfinding Plan and Brand Action Plans
2. Facilitate transition of new contracts for Visitor Center Operations and Management services and Tourism Marketing services.
3. Assess and change data collection, interpretation and reporting to increase effectiveness of tourism marketing decisions, including visitation data, lodging data (occupancy and average daily rate), return on investment, etc.
4. Develop target markets and campaigns based on identified visitor trip planning decision points—timing, location, media preference—e.g., all Bandelier National Monument visitors' decision to travel up to the Los Alamos townsite attractions; or a Santa Fe visitor's decision to travel up to a Los Alamos attraction. Identify resources to help determine when and where in the trip planning process is the best time and medium to present our message to visit Los Alamos. Campaigns must include hospitality partners and incentives to track conversion from awareness to interest to consideration to visit.
5. Assess and consolidate Los Alamos tourism marketing materials.
6. Participate and promote customer service training program offered via the County's branding initiative.
7. Initiate group marketing efforts, targeting tour operators, tournament events and other activities that bring large groups of visitors to town for multiple nights.

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

N/A

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

- FY18 Tourism Marketing Services Marketing Plan
- Lodgers' Tax Fund Accrued and Actual Revenue reports (Los Alamos County Finance Department)
- P.R./Social Media Data reports (Griffin and Associates)
- Visitor/Attraction Trends reports (LACDC-Meeting and Visitor Bureau Program, visitor center operations and management contractor)
- Recreation Division monthly reports
- Reports from interactions with Arts In Public Places Board, Historic Preservation Board, Library Board, Parks and Recreation Board, Planning and Zoning Board and Transportation Board
- Tourism Strategic Plan, including Wayfinding Plan
- Brand Action Plan

**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.)***

N/A

**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.**

LTAB members are assigned to monitor activities of other Boards and Commissions as follows:

- 1) Historic Preservation Advisory Board - Linda Deck
- 2) Planning and Zoning Commission – Catherine Mockler
- 3) Parks and Recreation Board – Elizabeth Allen
- 4) Transportation Board – Kelly Stewart
- 5) Library Board – Katie Bruell
- 6) Art and Public Places – Ryn Herrmann

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

N/A

**5.0 List the current subcommittees for this Board or Commission.**

N/A

- 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:**

**Sec. 8-101. Purpose**

A lodger's tax advisory board is established to advise the county manager and council on the expenditure of funds authorized by NMSA 1978, § 3-38-22 for advertising, publicizing and promoting tourist attractions and facilities in and around the county. (Ord. No. 02-078, § 2, 10-3-2006)

**Sec. 8-102. Membership, terms and qualifications.**

The lodger's tax advisory board is established and its members shall be appointed in accordance with NMSA 1978, § 3-38-22. Only the member representing the general public must be a resident of the county. The term of each member of the lodger's tax advisory board shall be three years beginning on December 2 and ending on December 1. (Ord. No. 02-078, § 2, 10-3-2006)

**Sec. 8-103. Duties and responsibilities.** (Ord. No. 02-078, § 2, 10-3-2006)

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

- 1) Provide citizen input to staff and council on ways and means for improving the county's use of lodger's tax funds. For this purpose, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics.
- 2) Review and act upon all lodgers' tax related matters submitted to the board by council.

**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 LTAB Board or Commission:**

**Mark all that apply**

<b>Economic Vitality</b>		
	<u>Economic Vitality:</u>	
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> – Build the local tourism economy with emphasis on implementing Tourism Strategic Plan and supporting plans.</li> </ul>	X
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> - Revitalize and eliminate blight in Los Alamos and White Rock (TBD)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Promote a strong and diverse economic base by encouraging new business growth</li> </ul>	
	<ul style="list-style-type: none"> <li>• Collaborate with Los Alamos National Laboratory as the area's #1 employer</li> </ul>	
	<u>Financial Sustainability</u>	
	<ul style="list-style-type: none"> <li>• Encourage the retention of existing businesses and assist in their opportunities for growth</li> </ul>	
	<ul style="list-style-type: none"> <li>• Support spinoff business opportunities from LANL</li> </ul>	
	<ul style="list-style-type: none"> <li>• Significantly improve the quantity and viability of retail business</li> </ul>	
<b>Quality of Life</b>		
	<u>Housing:</u>	
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> -- Support development of affordable workforce housing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities as appropriate</li> </ul>	
	<u>Education:</u>	
	<ul style="list-style-type: none"> <li>• Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation</li> </ul>	
	<ul style="list-style-type: none"> <li>• 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</li> </ul>	
	<u>Quality Cultural and Recreational Amenities:</u>	
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> – Maintain and improve existing outdoor recreation and open space amenities</li> </ul>	
	<ul style="list-style-type: none"> <li>• Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community</li> </ul>	
	<u>Environmental Stewardship:</u>	
	<ul style="list-style-type: none"> <li>• Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities</li> </ul>	
	<u>Mobility:</u>	
	<ul style="list-style-type: none"> <li>• Maintain and improve transportation and mobility</li> </ul>	
	<u>Operational Excellence:</u>	
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> – Continue implementation of the Comprehensive Plan with an emphasis on neighborhoods</li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>Priority Area</b> – Maintain and improve existing quality essential services</li> </ul>	

	and supporting infrastructure including PRISM/Munis and permitting	
	<ul style="list-style-type: none"><li>• Invest in staff development to create a high performing organization</li></ul>	
	<ul style="list-style-type: none"><li>• Manage commercial growth well following an updated, concise, and consistent comprehensive plan</li></ul>	
	<ul style="list-style-type: none"><li>• Establish and implement a mechanism for effective Utility policy setting and review</li></ul>	
	<u>Communication:</u>	
	<ul style="list-style-type: none"><li>• Improve transparency in policy setting and implementation</li></ul>	
	<ul style="list-style-type: none"><li>• Create a communication process that provides measurable improvement in citizen trust in government</li></ul>	
	<u>Intergovernmental Relations:</u>	
	<ul style="list-style-type: none"><li>• Strengthen coordination and cooperation between County government, LANL, and the regional and national partners</li></ul>	