

General Information

All County Board and Commission members must be residents of Los Alamos County.

Once a resident fills out and submits this application, an interview is scheduled with the B&C's County Council liaison, the relevant staff liaison, and the B&C Chair. After the interviews, the applicants' names are presented to the full Council during a regularly scheduled Council meeting, where a vote is taken regarding the appointment of each applicant. Each applicant will be notified if they are appointed or not.

Only on-line applications will be considered.

If you are interested in applying for the Board of Public Utilities, please contact Jamie Kephart at 505-662-8132.

If you are interested in applying for Labor Relations Board, please contact Denise Cassel at 505- 662-8047.

Profile

Board and Commission Application

Note: Please be aware that as a public entity, the County of Los Alamos, is obligated to furnish this information to the public if requested. Note also that current LANL employees, if appointed to a Board or Commission, may be required by LANL to complete a 701 form.

Jacqueline

First Name

Shen

Middle Initial

Last Name

Street Address

Suite or Apt

Los Alamos

City

NM

State

87544

Postal Code

Email Address

Business:

Primary Phone

Home:

Alternate Phone

Party affiliation as registered: (Select one of the following) *

☒ Republican

Registered to vote in Los Alamos?

☐ Yes ☐ No

**Various conversations with
County staff and board
members**

How did you learn of this Board/Commission vacancy?

Do you currently serve on any County Board or Commission?

☐ Yes ☒ No

If yes, which one? (Los Alamos County law prohibits residents from serving concurrently on more than one County board except as expressly approved in writing by the County Council before the appointment is made.)

Interests & Experiences

Which Boards would you like to apply for?

Lodgers' Tax Advisory: Submitted

Why would you like to serve on this particular Board or Commission?

I operate the Canyon Inn in downtown Los Alamos, a licensed lodging business in Los Alamos County. I would like to serve as a Lodging Representative on the Lodgers' Tax Advisory Board (LTAB) and provide the perspective of a lodger and a business owner in Los Alamos. I would like to help continue the growth of tourism and recreational activity year-round to benefit current residents and businesses and attract tourists and potential future residents.

What volunteer or professional activities have you participated in that could apply to this appointment?

Through operating the Canyon Inn, I meet and talk with people of all ages from around the nation and the world who come to Los Alamos to visit or relocate. I hear directly from tourists and potential future residents (e.g. Lab interns and new hires) as they verbalize what they need and what they love about Los Alamos and New Mexico. I would share this perspective with LTAB in support of the board's goals to "maximize every opportunity to put heads in beds" and "influence a positive visitor experience at every interface, e.g., a tourism visit is the potential first of several economic development visits." Additionally, I have gone through multiple extended permitting, licensing, waiver, and public hearing processes. I have interacted extensively with County staff across the Community Development Department, Planning & Zoning (P&Z), Board of Adjustments (BOA), LTAB, Legal, Finance, and County Council, among others. Overwhelmingly, staff have been friendly, knowledgeable, and professional. Through my personal interactions with the County, including presenting to the P&Z, BOA, and County Council and participating in previous LTAB meetings as a guest, I have established amiable relationships with staff across various departments. In fact, several staff and current and former board or commission members have encouraged me to apply to several different boards and commissions, a testament to our mutual familiarity and respect for each other—perhaps the most essential factors to collaboration and accomplishing remarkable things together. Lastly, I bring a background of regional economic development not only as a current business owner but also from my seven years at LANL's Richard P. Feynman Center of Innovation, which collaborates extensively with the County, LACDC, and other regional partners across New Mexico to diversify our economy for short- and long-term sustainability. My varied experiences and interactions with such key stakeholders enable me to consider the larger picture from different perspectives (County, Lab, business owner, property owner, younger citizen, transplant from out- of-state). This open and informed mindset will help me serve as an effective LTAB member in facilitating mutual understanding and discussion towards common goals.

The time involved may be 10-15 hours per month or more. Are you able to serve the volunteer hours and attend training needed to perform your duties as an appointee?

Yes.

What would you like to accomplish during your tenure on this Board or Commission? (Please identify any special interests you have that led you to become interested in serving on this Board or Commission.)

I would like to: - Provide the perspective of a licensed lodger and business owner to inform and support the effective expenditure of Lodgers' Tax funds for advertising, publicizing, and promoting tourist attractions and facilities - Continue building Los Alamos's brand via online and physical marketing and communications to be widely recognized as a destination for history, science, and recreation, and the gateway to three national parks - Collaborate with other County boards and commissions and partner organizations (e.g. Los Alamos MainStreet, Creative District, ScienceFest, Chamber of Commerce, County Recreation Division, Manhattan Project National Historical Park, etc.) to support comprehensive, area-wide tourism promotion - Identify appropriate ways to help leverage/funnel the 110,000+ annual visitor center foot traffic to hospitality and retail businesses to support tourism-related economic activity proactively - Assist in making Los Alamos and White Rock more easily navigable and visitor friendly to facilitate a positive visitor experience at every touchpoint, whether via physical signage, digital interface, personal interaction

Have you had any direct or indirect involvement with this Board or Commission or with the County staff supporting this Board or Commission or County Councilors? If so, please explain.

Yes, as described above, I have participated in previous LTAB meetings and other County processes, hearings, and meetings, through which I have gotten to know or interact with many wonderful County staff across departments.

Are there any issue or matters, financial or otherwise, that you are now or might become involved in that may come before the Board or Commission for which you seek appointment?

No.

If you have any questions, please contact Barbara Lai at 505-663-3436 or barbara.lai@lacnm.us

County Manager's Office BOARD & COMMISSION INTERVIEW QUESTIONS

Jacqueline Shen
Applicant's Name

LTAB

Board or Commission

James Robinson
Interviewer Name

6/31/19 11:00
Date/Time of Interview

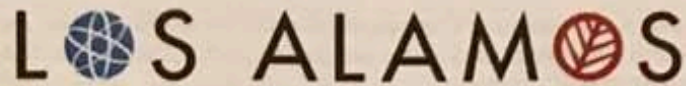
Interview Conducted:
☒ Personally
☐ Telephone

NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.

#	Question/Documented Response
1	<p>Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission.</p> <p>- originally from California. Came as intern and got hired as an intern at MBIA. Worked with tech transfer now marketing. Left in 07 to take over Canyon Inn. Worked in education ACT/SAT Prep. Get to talk w/ residents & tourists, and potential LAWA employees. Many different types of experience.</p>
2	<p>What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? [Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.]</p> <p>- tied to LAWA and GRT, and its fluctuations</p> <p>- Not much this board can do.</p> <p>- Help attract more hotel development which would increase the budget of the board, and advertise the town.</p>
3	<p>How do you perceive the role of County Boards and Commissions in local government?</p> <p>- Provide a citizens perspective of the town and county. See them be served.</p> <p>- Melding of perspectives. - Great way to get involved. help the county and community w/ perspectives and the individual.</p>
4	<p>What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess?</p> <p>- Diversity of perspectives - You can have better inputs</p> <p>- Amenable relations to council and county staff - Build consensus and move forward.</p> <p>- Has interfaced w/ county before and have good relations w/ the staff.</p>
5	<p>What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve?</p> <p>- Specifically since she is an owner of a small inn, she can get perspective on provide a direct line from those individuals to the county. Especially w/ the tourism.</p> <p>- Have helped w/ wayfinding to help make the town more navigable.</p>

6	Have you served on any Boards, Commissions or Committees (not only County B&Cs - but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure?
	<p>- Have not served in the last 5 years.</p> <p>- As a grad, served on a womens board to help w/ workforce development w/ marketing of its services. A lot of people who didn't know about the service. A lot of old school mentoring (street talk and fliers). - Real estate development board - reporting.</p>
7	Are you familiar with the County Charter and County Code as they apply to the Board you are applying for?
	<p>- Yes. I know where to find the information and asking the clarification incl. working w/ staff.</p> <p>- Personally have used.</p>
8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity?
	- Yes. Was looking forward to asking about training.
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board?
	- No. Yes and no.
10	Currently, a few boards or commissions are "live streaming" their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you're applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve?
	- No.
11	[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]
	None
12	Do you have any questions for the interview panel?
	<p>- Training - Ethics, bring in experts to talk about the field.</p> <p>- Priorities of the board and to measure w/ metrics.</p> <p>- How to serve well as a board member -> lessons to other boards.</p> <p>- Dynamic of the current board.</p> <p>- Chamber Breakfasts has great speakers</p>

Notes:



County Manager's Office
BOARD & COMMISSION INTERVIEW QUESTIONS

Jacqueline Shen

Applicant's Name

LTAB

Board or Commission

Linda Deck

Interviewer Name

1/31/19; 11am

Date/Time of Interview

Interview Conducted:

☒ Personally

☐ Telephone

NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.

#	Question/Documented Response
1	Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission. <i>WBA - Strategic Marketing, regional leader... Took over Canyon Inn. Wide base of contacts, perspectives of folks broadly.</i>
2	What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? [Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.] <i>Co tied to CRT now in holding pattern. LTAB can't address particularly but LTAB could work to attract more hotels. Promote our attractions -- insulate from ups & downs of other industry.</i>
3	How do you perceive the role of County Boards and Commissions in local government? <i>Provide citizen's perspective -- get community served, lets indiv. get involved - Benefits both.</i>
4	What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess? <i>Represent diverse perspectives -- can't add here. Need to address issues amicably. Also to consider diverse perspectives. Has interfaced w/ many CO bds with her work. Has lot. rel. w/ meeting on county.</i>
5	What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve? <i>Small licensed lodge est. perspective. Direct line of info. Also know lodges -- making town more navigable.</i>

6	Have you served on any Boards, Commissions or Committees (not only County B&Cs - but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure? <i>was help org in grad school. Did marketing of their offerings. poster Also was an owner in Real Estate venture.</i>
7	Are you familiar with the County Charter and County Code as they apply to the Board you are applying for? <i>Yes -- needed to know as hedging owner.</i>
8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity? <i>Yes -- would like it & what training is. (what is available as training?)</i>
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board? <i>Yes + No.</i>
10	Currently, a few boards or commissions are "live streaming" their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you're applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve? <i>No.</i>
11	[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]
12	Do you have any questions for the interview panel? <i>Was wondering how to test set goals how we can measure. How to be a good board member.</i>

Notes:

County Manager's Office BOARD & COMMISSION INTERVIEW QUESTIONS

Jacqueline Shen
Applicant's Name

LTAB
Board or Commission

Kelly Stewart
Interviewer Name

1/31/2019
Date/Time of Interview

Interview Conducted:
☒ Personally
☐ Telephone

NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.

#	Question/Documented Response
1	Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission. <div> <div>Intern for Linda Ralph</div> <div>MBA - Strategic Mktg, 10 yrs Tech-Transfers, Tutoring/PT/SAT test prep - biz w/sister Canyon Inn. As biz owner, lab experience, resident, interacting w/tourists, lab.</div> <div>Great perspective.</div> </div>
2	What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? [Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.] <div> <div>Tried to bring in new, addtl hotel to support tourism industry.</div> <div>diversify economy, help ride out Lab fluctuations</div> <div>more LTR \$ = more \$ to promote/build tourism.</div> </div>
3	How do you perceive the role of County Boards and Commissions in local government? <div> <div>As a citizen, I have perspective to rep residents' needs</div> <div>Diverse board members</div> <div>Great way for individual to help community involvement</div> </div>
4	What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess? <div> <div>Diverse perspectives and ability to consider other opinions - amiable.</div> <div>Developed good relationships with County staff as resident + biz owner.</div> </div>
5	What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve? <div> <div>Pass on her perspectives based on Interactions w/tenants - feeds into LTAB</div> <div>Issues awareness - @ tourism/community promotion campaigns.</div> </div>

6	Have you served on any Boards, Commissions or Committees (not only County B&Cs – but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure?	Also Report to investors create estate
	Not in 5 yrs. But during grad school was a bd. member for a women's organization to promote resource to prospective audience.	
7	Are you familiar with the County Charter and County Code as they apply to the Board you are applying for?	yes!
	have a few questions to clarify understanding.	
8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity?	yes. looking forward/open to any training opps
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board?	No.
10	Currently, a few boards or commissions are "live streaming" their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you're applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve?	No.
11	[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]	
	None.	
12	Do you have any questions for the interview panel?	Training - ethics! Not training; bring in experts to what are priorities for LAB next 3 yrs; metrics will align with Council Goals (Feb 5)
Notes:	Training for setting better goals Training for being a good member of the board? (SF Comm Foundation? LA Comm Foundation?) chamber breakfast speakers - great training opportunity	