

**Date/Time**

Tuesday, August 21, 2018, 12 pm-2pm

**Location**

Los Alamos County Municipal Building  
Room 110

**Members**

- Ryn Herrmann (Chair), Public-At-Large Representative, **Present**
- Linda Deck (Vice Chair), Tourism Industry Representative (Bradbury Science Museum Director), **Present**
- Katie Bruell, Tourism Industry Representative (PEEC/Los Alamos Nature Center Director), **Present**
- Elizabeth Allen, Lodging Industry Representative (Pueblo Canyon Inn & Gallery Owner/Operator), **Present**
- Catherine Mockler, Lodging Industry Representative (North Road Inn Owner/Operator), **Absent**

**County Staff Present**

- Kelly Stewart, Economic Development Marketing Specialist
- Barbara Lai, Senior Management Analyst
- Linda Matteson, Assistant to the County Administrator

**Others Present**

- Melanie Pena, Discover Los Alamos (County Visitor Center Services Contractor)
- David Empey, Griffin and Associates (County Tourism Marketing Services Contractor)
- Stacy Baker, Bradbury Science Museum
- Jason Lott, Bandelier National Monument Superintendent
- Heather McClenahan, Los Alamos Historical Society Executive Director

**I. ADMINISTRATIVE ACTIONS**

**A. Call to Order/Introductions**

As a quorum was present, the meeting was called to order at 12:07 pm.

**B. Approval of Today's Agenda**

Chair Herrmann made a motion to approve the agenda as presented. The Board approved the agenda without objection.

**C. Review/Approval of Meeting Minutes**

The LTAB Minutes of July 17, 2018 were reviewed and one revision will be made. Member Deck moved to approve the minutes and Member Bruell seconded the motion. All members present voted to approve the minutes.

**D. Board Updates**

Chair Herrmann reported that there was no update.

**E. Public Comment for Items Not on the Agenda**

No public comment.

**II. REPORTS**

**A. Inter-Board-Commission Liaisons Update**

1. Art in Public Places Board

Chair Herrmann reported that Lauren McDaniel will attend future meetings. No action was taken.

2. Historic Preservation Advisory Board (HPAB)

Ms. Lai reported that the National Park Service recognizes Los Alamos as a Certified Local Government in Historic Preservation. Being so certified makes the County eligible to apply for all State and Federal historic preservation grants. The County is one of ten in the state of New Mexico. No action was taken.

3. Library Board

No report.

4. Parks and Recreation Board

No report.

5. Planning and Zoning Board

No report.

6. Transportation Board

Mr. Lott asked if the Transportation Board had discussed the improvements project at the intersection of SR4 at Tsankawi. The work being done has had a major impact on Bandelier National Monument since SR4 is the only entrance to the Tsankawi section of Bandelier National Monument. The new parking lot planned for Tsankawi will be a significant asset to Bandelier. Ms. Stewart replied that she will find out the status and report back. No action was taken.

7. Tourism Implementation Task Force

Member Bruell updated the board on efforts to find a suitable temporary location for the Visitor Center in Los Alamos. The task force came up with an initial list of over 25 existing and planned locations. The current LACDC contract for space ends in December, and costs may increase significantly. The task force is focusing only on temporary locations.

**B. State/Regional Tourism & Hospitality Report**

Ms. Stewart stated that she attended a meeting of the Santa Fe Alliance Network

which featured a presentation by the Secretary of Cultural Affairs. Ms. Stewart stated that based on this presentation, as well as discussions with other tourism interests within the region and the state, it's a good time to initiate a "trifecta" partnership with the town of Taos and the City of Santa Fe, proposing that a visitor hasn't seen northern New Mexico unless they have visited each of these uniquely different areas. The limiting ingredient for many or even most visitors is time, not money or interest. So it would really pay for tourists to be able to efficiently explore and get to destinations in Los Alamos. No action was taken.

**C. MainStreet/Creative District Report**

Chair Herrmann reported that the Los Alamos Creative District Curator, Liz Martineau, has resigned to accept a position as a GATE teacher at two LAPS elementary schools. LACDC is currently seeking a replacement for this half-time position that is managed as part of LACDC/Los Alamos MainStreet's contract with the County's Economic Development Department. MainStreet is currently getting ready for Halloween, kicking off with Trick-or-Treat-on-Mainstreet on Friday, October 26<sup>th</sup> from 4:00pm – 6:00pm. The next MainStreet event is WinterFest which is scheduled this year for the weekend of December 7-10 (the first full weekend of December), which is later than usual. The theme for 2018 Winterfest is "Candyland. No action was taken.

**D. Branding Update**

Ms. Stewart reminded the Board that the grassroots community-based Discoveries Action Team or "DAT" meets the third Thursday of every month, 11:00 a.m. to 12:30 p.m. The September 20, October 18, November 15 and December 20 meetings will be held at the Pajarito Cliffs Site, Building 1 conference room. DAT members work on either "place making" or "place marketing" projects with the goal of making Los Alamos a better place to live, work, play and stay. Place making projects currently underway include: Coordinating Bandelier Shuttle service to encourage visitors to extend their stay and visit the townsite attractions and businesses; becoming a stop on a Discovery Trail between Los Alamos, Taos and Ghost Ranch (and beyond); and improving access and awareness of the community calendar managed by LACDC, [fyilosalamos.com](http://fyilosalamos.com). Place marketing projects include an opportunity to establish Los Alamos attractions on a Game of Thrones app being developed with Meow Wolf and George R.R. Martin. No action was taken.

**E. Tourism Marketing Report**

Mr. Empey reported that the Visit Los Alamos Facebook page received 407 Likes since the last meeting. As in the past, Los Alamos is featured along with Pajarito Ski in the 2018-2019 edition of New Mexico Ski's Slopes magazine. Los Alamos will also exhibit at the State Fair Gathering of Communities/New Mexico True Day on September 13, as well as the bookend Saturdays of Balloon Fiesta (October 6 and 13). David Empey and Bandelier rangers are staffing the October 6 date, more Los Alamos tourism representatives are needed to staff the October 13

date. Ms. Stewart asked that board members and attractions representatives consider volunteering to work the booth at Balloon Fiesta to get a feel for the attendees and opportunities. No action was taken.

**F. Lodgers' Tax Revenue Report**

The board discussed the revenue report. Ms. Stewart confirmed a small error on the chart and will fix it for future reports. July revenues were up over past several years. It was contemplated that during the high tourism season, when occupancies are high, some lodging establishments are able to charge higher rates. Member Allen noted that tourists seem to book in advance, and long term rentals tend to look for accommodations on short notice. No action was taken.

**G. Visitation by Attraction/Visitor Centers**

Ms. Peña presented the report and the board discussed visitation trends briefly. Mr. Lott commented that the number of visitors to Bandelier was down significantly, most likely a result of the temporary park and forest closures due to high fire danger. He noted that this local trend was experienced by the National Parks throughout the country, particularly in California. No action was taken.

**H. Group Marketing Events/Opportunities**

The board briefly discussed the timing to begin production of the next visitor guide. Ms. Stewart explained that production and distribution of the visitors' guides are no longer part of the visitor center operations contract. The County is considering issuing a separate RFP (request for proposals) for producing the next visitor guide. No action was taken.

**I. County Recreation Report**

No report.

**J. Other Announcements**

Chair Herrmann announced that Robotics Night at the Bradbury Science Museum is Friday, August 24, 5:00pm – 8:00pm. Ms. Stewart announced that the Aircraft Owner and Pilot Association (AOPA) is hosting a “fly-in” at the Santa Fe Regional Airport on September 13-15 and Los Alamos County is sponsoring a “fly-out” side trip “Secret City Tour” for interested pilots, friends of family on September 14.

**III. PRESENTATION/DISCUSSION ITEMS/PROJECTS**

**A. STRATEGIC TOURISM COLLABORATION**

**1. Determine Balloon Fiesta Booth Staffing**

The board discussed staffing and logistics for the upcoming Albuquerque International Balloon Fiesta. No action was taken.

**2. LTAB FORUM DISCUSSION: Wayfinding Maps and Materials**

This is the first of several forums being hosted by LTAB to coordinate with

tourism industry stakeholders on priority issues identified in the Los Alamos Tourism Strategic Plan. The goal of this session is to look through the eyes of the visitor, identify opportunities to eliminate duplication, simplify resources and improve the visitor experience.

In addition to the Lodgers' Tax Advisory Board members, County staff and contractors that represent visitor centers and key Los Alamos attractions (i.e., Bradbury Science Museum and Los Alamos Nature Center), representatives from the Los Alamos History Museum (Heather McClenahan) and the Bandelier National Monument (Superintendent Jason Lott) were also in attendance to participate in the discussion.

The following are observations and recommendations for improving wayfinding for visitors to the Los Alamos area:

#### Signage

- There are already many competing signs in downtown Los Alamos, and a lack of consistency among the different types.
- There is a historic problem of people not being able to find the Los Alamos History Museum; tourists are directed to Bathtub Row and end up at the back of the main museum; need signs on Central Avenue.
- The Bandelier Shuttle Shelter is not regarded as an effective wayfinding location since most shuttle riders hang out inside the White Rock Visitor Center until the shuttle arrives. During summer/high tourist season, it's too hot to wait outside.
- Need kiosks at Main Gate Park
- All kiosks should offer same info/same way.
- Keep signs simple, easy to follow.

#### Maps

- Visitors know of and ask for the Historic Walking Tour map by name. LACDC currently updates and prints the map and is struggling to keep up with demand.
- The Manhattan Project National Historical Park brochure map provides many of the same downtown areas and attractions, but is limited to the sites officially designated as part of the Park (e.g., the Christian Science building is excluded.)
- Having maps reprinted with a large a run as the visitor guides allows for very substantial cost savings due to the price break that comes with larger volumes, however, it delays the opportunity to make changes when buildings, roads and other map features change.
- It's critical to establish clear criteria for maps based on needs and desired behavior by the target audience. Maps developed by committee can become ineffective for the user.

### Materials

- Bandelier National Monument maintains the nps.gov/BAND website (managed on the federal level), Facebook and Twitter (managed by various rangers), the standard NPS unigrid brochure/map. They are phasing out rack cards. They are launching an app in 2019.
- Superintendent Lott stated that Bandelier is targeting 210,000-220,000 visitor annually, while monitoring capacity to deliver an enjoyable experience. Park trails and winter visitation can handle more visitors. Growth is limited by infrastructure capacity of shuttle buses, parking, restrooms, and the Park visitor center.
- Los Alamos History Museum's primary wayfinding materials are the Historic Walking Tour map (stocked at Los Alamos and White Rock visitor centers), and its website.
- Los Alamos History Museum established a display at White Rock Visitor Center, offering a museum entry fee discount card. Only 18 of 100 were taken.
- Three National Parks brochure
- New Manhattan Project National Historical Park Brochure

### Wayfinding Ideas: Bandelier-Los Alamos Townsite

- Rather than trying to entice a Bandelier visitor to visit Los Alamos attractions the same day, ask them to consider coming back the next day, e.g., "What are you doing tomorrow?"
- For promotions on the shuttle, like the new annunciator system, create messaging and delivery methods that appeals to the Bandelier visitor's state of mind. E.g., heading back from Bandelier, people are likely tired and hungry, so the message might be, "Are you hangry?"
- Leverage Los Alamos as a side-trip or day trip from Taos or Santa Fe—then create messaging to entice visitors to come back another time; plan more days to visit different attractions.
- Bandelier Shuttle Video (no audio) – assess how it is working; are people watching it?
- Bandelier Shuttle Annunciator Service (audio only) will program specific messages at points during the bus ride to and from Bandelier. Griffin to write and produce. Need to include metric for assessing visitor awareness, impression and decisions/actions as a result.
- Promote Los Alamos attractions by creating a map, similar to the Jemez Mountain Trail National Byway display on the west wall of the White Rock Visitor Center; use the same map everywhere.
- Develop a mobile information kiosk or other means to post the attractions map (bullet above) at the Bandelier visitor center, campground and WR shuttle shelter.
- Adding a Los Alamos loop to the Bandelier Shuttle will impact the cost of the shuttle service.



Wayfinding Ideas: Get Los Alamos on Statewide/Regional Trails

- Science & Technology Trail (memorialized in 2018 state legislation, but no dollars and no ownership)
- Dark Skies Trail (a NM True initiative)
- Jemez Mountain Trail National Scenic Byway (although no longer funded by the state, still established; revitalize it)
- Rio Grande Trail
- Spy Trail (add Santa Fe, Albuquerque and any other locations)
- NPS National Trails Program
- Dr. Atomic Trail

Attraction Goals/Issues/Opportunities

No action was taken.

**IV. NEW AND PENDING PROJECTS**

None.

**V. NEXT MEETING(S)/FUTURE AGENDA ITEMS**

The next meeting is scheduled for September 18, 2018, 12:00 p.m. to 2:00 p.m. in B & C Room 110.

**VI. ADJOURN**

The meeting adjourned at 2:05 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 Community Development Department at 662-8006 if a summary or other type of accessible format is needed.*