

## **Letter of Interest to join the Tourism Implementation Task Force**

Micheline Devaurs

2067 47<sup>th</sup> Street (North Community)

Los Alamos, NM 87544

Email: [devaurs@yahoo.com](mailto:devaurs@yahoo.com)

Prior Employer: Los Alamos National Laboratory, retired 4/26/18 after over 30 years

To whom it may concern:

I am a volunteer from the community-at-large interested in serving on this Implementation Task Force. I am interested for several reasons. As a 30-plus year resident of Los Alamos, I am very interested in volunteering to improve our community. Additionally, I led the 3.5 year effort to open a brewery/taproom in Los Alamos as a community gathering place, using a cooperative business model. The result is Bathtub Row Brewing Co-op, which has been open for three years. Two years ago, I was instrumental from the Laboratory side (with a team including LACDC, County and Landlord representation in addition to LANL) in the opening of projectY cowork Los Alamos, a collaborative co-working space in downtown Los Alamos. This space is intended to foster collisions and collaborations, house entrepreneurs (workspace and various membership models) and provide associated educational, networking and entrepreneurial programming.

I am a hydrologist by schooling; however in my 30-plus year career at Los Alamos National Laboratory ending 4/26/18, I worked across many organizations, including environmental programs, weapons programs and decision applications. For the past four years, I worked in the Richard P. Feynman Center for Innovation as the Market Transition Program Manager with a focus on regional economic development.

Over the years, I have been actively involved in the community. In addition to leading the effort to open a brewery/taproom as noted above, I served for 8 years on the UNM LA Advisory Board (position ended January 2017), and previously on the Planning and Zoning Commission, Leadership Los Alamos Board and Art Center at Fuller Lodge Board. For the past three years I have served on the Los Alamos Commerce and Development Corporation (LACDC) Board due to my LANL position in technology transfer and community perspective. Additionally, I have served as a member of the Economic Vitality Action Team (EVAT) that has been updating the strategic plan.

I want to serve on this board due to my previous work on the Tourism Working Group and would be honored to assist in implementing the strategic plan that was developed. I also believe my business development experience, regional economic development experience through my day job, and personal passion to improving our community can help on this Task Force.

With regard to the Task Force Charter, since I was on the Tourism Working Group, I am intimately familiar with the Tourism Strategic Plan that this body will be implementing. I am passionate about economic development and improving our town.

In all planning efforts in which I have participated, it is important to assure the process is inclusive, transparent and that progress is communicated to both the public and County Council. I am committed to assuring this is the case if I am selected as a member of this task force.

I welcome your consideration of this letter and I am hopeful I can participate on this task force. Please note that I will be hiking a lot this summer; however I will be in Los Alamos 1-2 weeks a month, and would try and call in otherwise. I do believe on the Tourism Working Group I showed I was a hard worker and committed to this effort.

Regards,  
Micheline Devaurs

## Dave Fox: Application for Service on Tourism Implementation Task Force

Business Experience: 53 total years in businesses the successes of which were and are dependent upon effectiveness of local and mass communications to customers and prospects.

1964-66 Editor: Employee Publications, Public Relation and Public Affairs Dept., Armstrong Flooring Inc., Lancaster, PA, an S&P 500 company. Training: total emersion in marketing as defined by Peter Drucker.

1966-1979 Account Management, BatzHodgsonNeuwoehner Advertising, St Louis, MO. Responsible for analysis and solutions to marketing and marketing communications opportunities of clients in the nuclear medicine, automotive aftermarket, fleet management, investment brokerage, and electric utilities industries.

1979-2018: Founder, CEO: CB FOX.

Key Strength: Career-long dedication to communications solutions derived from analysis of target audience, plus the analysis of the communication problems/challenges needed to be solved in order to create:

the mix of product qualities,

and communications characteristics

required to achieve specific communications objectives

and cause positive target audience behaviors,

all of which include pre-testing of proposed solutions,

and on-going measurements of progress Re: objectives, behaviors, and end-point goals.

Allied with all that is a frankly gritty dedication to high production values in print and video.

My Modest Mantra:

Whatever is done, do it with the believability it requires,

with the eye-catching aesthetics and drama it merits,

in order to reap maximum message penetration

and its acceptance because of believability,

culminating in memorability and desire to spend.

## Matteson, Linda

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**From:** Laurence Goddard <drgodd@aol.com>  
**Sent:** Thursday, April 19, 2018 2:54 PM  
**To:** Matteson, Linda  
**Subject:** Re: Tourism Implementation Task Force

LAURENCE GODDARD  
505 690 0535  
email drgodd@aol.com

retired, medical practice  
Interest Groups

Los Alamos Triatomics (local triathlon club)  
tuff riders (mountain biking club)  
regular user of Walkup Aquatic Center and Los Alamos Ski Hill (when open)

Experience : two years on Los Alamos Chamber of Commerce Board (many years ago) and co chair (with Georgia Strickfadden) of tourism committee during that time  
Great idea to promote tourism thru many channels for Los Alamos economy

-----Original Message-----

From: Matteson, Linda <linda.matteson@lacnm.us>  
To: drgodd <drgodd@aol.com>  
Sent: Thu, Apr 19, 2018 1:07 pm  
Subject: Tourism Implementation Task Force

Dr. Goddard,

I was given your name from Brad Nyenhuis as being interested in the Tourism Implementation Task Force. I have attached the task force charter and the information about how you apply. Please note that the deadline for submitting the letters of interest is today.

Let me know if you have any further questions. I am glad that you are considering this contributing to our community in this way.

Thanks,  
Linda

*Linda Matteson*

**Assistant to County Manager**  
**Los Alamos County**  
**505-662-8086**  
[Linda.matteson@lacnm.us](mailto:Linda.matteson@lacnm.us)

**LOS ALAMOS**  
where discoveries are made



April 24<sup>th</sup>, 2017  
1793 Deacon St  
Los Alamos, NM 87544

Sirphey, LLC

Dear councilors,

I am interested in serving on the tourism task force. I have vested interests (Sirphey, Unquarcked Wine Room, and Bandelier National Monument Concession) in ensuring that tourism flourishes in our county.

I have lived in New Mexico for over seven years. I first moved here to work at the Los Alamos National Laboratory before starting few tech and hospitality businesses. County has done an excellent job in last few years in making the Los Alamos a tourism destination in addition to attract visitors who visit Bandelier National Monument. Visitation at Bandelier is almost back to levels of ~250,000/yr. However, it is important to continue efforts to direct more of those visitors to the city itself.

I am optimistic about what this tourism task force can accomplish in bringing new and innovative ideas to make Los Alamos a tourism destination.

Sincerely,

Dr. Prashant Jain

CEO, Sirphey



# METZGER'S HARDWARE

Metzger Stores LLC 1607 Central Ave, Los Alamos, NM 87544

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Phone: (505) 662-3715  
Fax: (505) 662-4987  
[info@metzgershardware.com](mailto:info@metzgershardware.com)

April 5, 2018

Los Alamos County Council  
1000 Central Avenue Suite 350  
Los Alamos, NM 87544

Councilors,

I am writing to express my interest in serving as a business representative on the Los Alamos County Tourism Implementation Task Force. I reside in White Rock, and as general manager of Metzger Stores I have a keen interest in growing tourism in the county as a driver of economic development, particularly as it concerns small business and retail.

I believe that an economically healthy community is fundamental to the success of my business, and since coming to Los Alamos have been active as a board member of the LACDC, as president of Los Alamos MainStreet, and numerous county initiatives from encouraging the development of the new Smith's shopping center to the Los Alamos County branding initiative. I have also been active in the previous tourism efforts including most recently as a member of the tourism work group and the Manhattan Project National Park subcommittee. I look forward to continuing that work with the Tourism Implementation Task Force. Prior to coming to Los Alamos, I was also involved with my employer at the time, Russell Lands on Lake Martin, in the development of tourism resources on Lake Martin, Alabama.

My address is 115 Azure Drive in White Rock, I can be reached by phone at 505.819.8287, or 505.662.3715 at Metzger's. My email address is: [djollyjr@gmail.com](mailto:djollyjr@gmail.com) or [David@MetzgersHardware.com](mailto:David@MetzgersHardware.com) at work.

I am excited about the opportunities ahead of us, and look forward to helping make them a reality!

Thank you for your consideration.

Sincerely,

David Jolly  
General Manager



**Board President**

Michael Wheeler

**Vice President**

Roger Waterman

**Secretary**

Wendy Hoffman

**Treasurer**

David Court

**Executive Director**

Heather McClenahan

**Museum Educator**

Aimee Slaughter

**Museum Shop Manager**

Todd Nickols

**Finance & Development  
Manager**

Jennifer Bennett

**Archivist**

Rebecca Collinsworth

**Curator**

Don Cavness

**Registrar**

Stephanie Yeamans

**Board of Directors**

Linda Boncella  
Shay Burns Kendrick  
Mary Pat Kraemer  
Michael Redondo  
John Ruminer  
Cherie Trottier  
Sharon Snyder  
Ron Wilkins

Los Alamos Historical Society  
P.O. Box 43  
1050 Bathtub Row  
Los Alamos, NM 87544  
[www.losalamoshistory.org](http://www.losalamoshistory.org)  
[info@losalamoshistory.org](mailto:info@losalamoshistory.org)  
505.662.6272

April 12, 2018

Dear County Councilors,

Thank you for your forward movement on the implementation of the Tourism Strategic Plan. As a member of the Tourism Working Group (TWG), I find it gratifying that the plan will not sit on a shelf but will be used to help our community be more welcoming to visitors and to diversify our local economy.

Also, as a member of the TWG, I am interested in serving on the new Tourism Implementation Task Force. For more than 15 years, from service on the then-named Fuller Lodge/Historic Districts Advisory Board to being an employee of the Los Alamos Historical Society, I have been involved in tourism issues. As you know, most of the leisure visitors to Los Alamos are coming to learn about our history. With the advent of the Manhattan Project National Historical Park, our Historic District is receiving more attention, and I want to help visitors to have the best experience possible.

Because I meet regularly with visitors, work with a wide variety of volunteers who interact with visitors, and receive input from hundreds of Historical Society members—people who are invested in our community—I have multiple perspectives that will be useful to task force.

As most of you know, even before the Manhattan Project National Historical Park was created, a group of stakeholders met on a fairly regular basis to talk about tourism related issues, specifically being welcoming to visitors while retaining the wonderful qualities of our small-town community. This has been a particular interest of mine for many years and I hope to bring not only the expertise of being in the museum field but a sort of “institutional memory” on the issues that I have been working on for more than a decade.

Thank you for your consideration for an appointment to the Task Force.

Sincerely,

Heather McClenahan  
Executive Director  
505-662-6272  
[heather@losalamoshistory.org](mailto:heather@losalamoshistory.org)



LOS ALAMOS  
COMMERCE AND DEVELOPMENT  
CORPORATION

**April 18, 2018**

Lauren McDaniel  
190 Central Park Square  
Los Alamos, NM, 87544

Dear Los Alamos County Council,

I am writing to express my interest in serving on the Los Alamos County Tourism Implementation Task Force.

In my new role as Los Alamos MainStreet Director, I am tasked with facilitating the Los Alamos MainStreet program, dedicated to the promotion and revitalization of downtown. In addition to hosting several marquee community events each year — which attract both locals and visitors alike — the program also supports homegrown businesses that provide the community and our guests with special places to gather, relax and enjoy the history and beauty of Los Alamos.

As you know, the MainStreet program is part of Los Alamos Commerce and Development Corporation and thus likewise shares in its mission of leveraging public and private sector investment to achieve sustainable economic development by serving the business community, creating and retaining jobs, and diversifying the economy.

Prior to serving in this position, I was the Director of projectY cowork Los Alamos, an entrepreneurial hub off MainStreet that helps businesses start and expand by providing an affordable, collaborative workspace, as well as a variety of educational opportunities. projectY cowork is also a welcoming environment for those who work remotely, freelance, or who might even just be visiting LANL or another Los Alamos company for the day and need a comfortable workspace with high-speed, secure WiFi and other amenities. We have had one projectY member recently 'graduate' and expand into the community with an office space, which is our ideal scenario.

As I have a public relations background, I would also be able to contribute ideas and best practices for how the Task Force might communicate with locals, increase awareness of the tourism offerings in our special cul-de-sac community, and help provide compelling reasons for why tourists should make Los Alamos one of their New Mexico travel destinations.

My predecessor Suzette Fox served on this Task Force, and I hope to continue in this role as a representative of the downtown businesses that are so vital to our local tourism economy. The Los Alamos Chamber of Commerce Director, Ryn Herrmann, would be available as an alternate on any occasion where I may have a meeting conflict.

Thank you for your consideration.

Best,

Lauren McDaniel

Los Alamos MainStreet Director  
Los Alamos Commerce and Development Corporation  
[lauren@losalamos.org](mailto:lauren@losalamos.org) | 505-629-2063 (cell)

T. Clay Moseley  
1355 45<sup>th</sup> St.  
Los Alamos, NM 87544  
(505) 500-0523  
[tclaynm@gmail.com](mailto:tclaynm@gmail.com)  
Employer: Los Alamos County Department of Public Utilities

RE: Letter of Interest - Tourism Implementation Task Force

My name is Clay Moseley, and I have been a resident of Los Alamos since 1999. I grew up in Ruidoso, NM and graduated from Ruidoso High School, where I played for a state-championship football program, Alpine ski raced for one of the Rocky Mountain Region's best programs, and became a multi-national champion and Pan American Games gold medal bicycle racer in a career that spanned nearly twenty years. I graduated from the University of New Mexico, where I also ski raced and was a member of a collegiate national champion cycling team.

Currently, I work for the Department of Public Utilities as an Engineering Project Manager. It's a unique position, in that the DPU functions somewhat like a private corporation where we must cultivate progressive customer-service relationships with the community, our stakeholders, and private contractors. The health and vitality of our local economy is vital to our success. My children attend local schools and my family and I have a vested stake in Los Alamos.

I have served on the board of various volunteer-based community organizations, with the most lasting being my role as the chairman/president of the Southwest Nordic Ski Club (SWNSC), a 501(c)3 non-profit organization that focuses on promoting Nordic skiing in Los Alamos by developing programs for all users, hosting events, and running a large kids/youth program for all types of outdoor activities. We also maintain a large trail network in the Santa Fe National Forest through a contract agreement with the USFS, which is administered by me. We oversaw all of the government funded projects on SFNF lands within Los Alamos County after both the Cerro Grande and Las Conchas fires.

I have been the director of many sporting events in Los Alamos, including the Tour de Los Alamos, the Atomic Man Duathlon, the Pajarito Trailfest, the Pajarito Punishment mountain bike race, and several winter events for cross-country skiing and showshoeing, such as the Los Alamos Loppet and the New Year Resolution Race. All of these events attracted many participants from out of town. I also work for various other volunteer organizations, such as the PEEC, to lend my time and expertise in the construction of their educational facilities, and to help manage projects and work with contractors for them. I teach engineering, construction, and water resources classes for various kids' groups as well.

Through my own athletic endeavors in which I have traveled through the country and the world, and now as a coach of youth teams (xc skiing, mountain biking, running, etc.), I have seen the positive impacts that outdoor sports, facilities, and programs have had on communities and surrounding regions. Our local groups travel to these areas because of their vitality and the events they host, and for the facilities they have. These communities embrace a progressive culture and take proactive steps to develop themselves into recreation destinations. There is no question that Los Alamos has an untapped

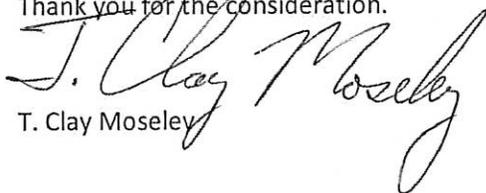
potential that should be modelled after some of these communities, while maintaining a good amount of our "secret" character as well.

I am a very good organizer and communicator. People have often made jokes that I would be an ideal head of the New Mexico Chamber of Commerce. I laugh along with the jokes, but I must admit that it is true. I do love New Mexico and very much love to promote Los Alamos as my home because it has so much to offer. Many people in the community know me, not only through work, but also as a community volunteer and promoter. I have actually made a few "promotional" videos for xc skiing and mountain biking here that I have not published, but would make excellent promotional material for some of our outdoor assets.

Finally, I am an expert in the field of construction, focusing on local development of not only utilities, but also other areas of the process. I am very near completion of my master's program in construction engineering and project management. I work with many New Mexico construction companies, developers, and engineering firms. In addition to utilities construction, I'm an expert trail builder with a wide range of experience in all aspects of wild-land construction and maintenance. I lead the effort to keep the winter xc ski trails groomed, and cleared of downfall during the other seasons. The SWNSC has been recognized for various awards by the USFS and private industry (REI, Patagonia) for the promotion and stewardship programs we undertake for outdoor recreation.

I believe that I would be a good fit for the Tourism Implementation Task Force. I realize that it could be seen as a conflict of interest since I am an employee of Los Alamos County, but if there are ever any circumstances that would require me to recuse myself, I would accept that. I consider myself to be a person of integrity and am very well-versed in municipal codes and laws, especially as it concerns procurement and contracting. Of course I would understand if my position could be considered a conflict of interest. However, I am an active member of the community and am devoted to its economic vitality.

Thank you for the consideration.

  
T. Clay Moseley

## Matteson, Linda

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**From:** Cristina Olds <oldsdesign@gmail.com>  
**Sent:** Thursday, April 19, 2018 1:49 PM  
**To:** Matteson, Linda  
**Subject:** Re: Tourism Implementation Task Force

Hi Linda,  
My application is below in this email. Thanks!  
-cristina

Cristina Olds  
967 Tsankawi St.  
Los Alamos, 87544  
505-944-6525  
[oldscreative@gmail.com](mailto:oldscreative@gmail.com)

Employer: LANL, Communication Arts & Services; I've been a writer-editor at the Lab since April 2016. Also self-employed with my freelance graphic design and writing business for 25 years, Olds Creative, [www.oldscreative.com](http://www.oldscreative.com)

Civic orgs: Voices of Los Alamos, a progressive activism group that I started in February 2017, meets monthly on issues relevant to the community. I'm the secretary of the Tuff Riders Mountain Bike Club. I'm also part of the Emerge NM Class of 2018 which trains women to be leaders and run for office.

Experience: I've lived in Los Alamos for the past four years. I previously lived in Albuquerque for 23 years. Over the years, I've traveled to many small towns similar to Los Alamos, primarily for recreational activities. I've seen many places that do tourism right and have ideas about how we could learn from them. As a small business owner for 25 years, I'm familiar with NM economic challenges the businesses in LA face. Many small businesses, like mine, thrived in Albuquerque, which could provide some models for us here. As part of Voices of LA, I've met and worked with some of the County Councilors, am familiar with their meetings, and have positive relationships with many local residents.

Strengths: I'm an organizer, communicator, and community leader. I'm an active outdoors enthusiast who hikes, mountain bikes, road rides, cross country and downhill skis, and I'm a small business owner. I bring a perspective of someone who has lived outside of Los Alamos for many years, as well as living here for four.

Why I would like to serve on the board: I care deeply about LA and I'd like to see it flourish economically. We have a lot to offer to tourists that will help our economy and benefit the local community. I'd like to see economic development projects progress and come to fruition, such as the mountain bike flow trail and more parts of the Manhattan Project National Park. I believe our Council, committees, and residents can come to agreements to the benefit of all, and I'd like to help in that process.

Thanks for your consideration,  
Cristina Olds

Melanie Peña  
109 Central Park Square  
Los Alamos, NM 87544  
[melanie@losalamos.org](mailto:melanie@losalamos.org)  
Los Alamos Commerce & Development Corporation

April 10, 2018

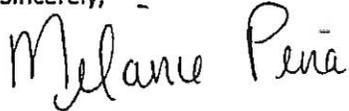
Los Alamos County  
Tourism Implementation Task Force

Dear Linda,

I'm writing to you today to express my interest in joining the Los Alamos County Tourism Implementation Task Force. I believe that with my experience in running our two local Visitor Centers, this gives me the advantage of knowing just what our typical visitor is looking to visit, dine and shop locally. Interacting with visitors over the last 4 years has given me a unique look at the day in the life of a Los Alamos tourist. My employment with Los Alamos Commerce & Development has also given me the opportunity to help with events and event planning, along with local economic development. I currently present a monthly tourism report to the Lodger's Tax Advisory Board, which includes visitation data from all our local attractions, including the Visitor Centers. This information gives me a unique insight on visitation trends in Los Alamos for both the past and present.

Thank you for your time and consideration, please feel free to contact me at any time.

Sincerely,

A handwritten signature in cursive script that reads "Melanie Peña".

Melanie Peña  
Director- Discover Los Alamos  
505-661-4836

**Jacqueline A. Shen, MBA**

Owner, Canyon Inn – Downtown Los Alamos  
80 Canyon Rd, Los Alamos, NM 87544

(714) 642-0468  
jashb126@gmail.com

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April 19, 2018

**RE: Application for the Tourism Implementation Task Force**

To Whom It May Concern:

My name is Jacqueline Shen, and I am applying to be a member of the Tourism Implementation Task Force. I operate the Canyon Inn in the heart of downtown Los Alamos, one of the few licensed lodging businesses in the County that pays Lodger's Tax. As a stakeholder in the Hospitality and Tourism industries, my business and I provide much-needed short- and long-term housing to tourists and visitors coming to Los Alamos. Year-round, I meet and talk with incredible people from all around the nation and the world who come to Los Alamos to visit or relocate.

Through this role, my business is one of the first touchpoints that visitors receive, and effectively, I serve as a "town ambassador" of sorts, the live person waiting to welcome them to this new town and ensure their needs are met and questions answered. Over the years, I have developed first-hand knowledge of what visitors and potential future residents identify they need, what they love about Los Alamos and New Mexico, and where points of confusion exist. This knowledge from direct visitor feedback is vital to and will help the effectiveness of the Task Force to improve the vitality and welcoming vibe of our town.

Additionally, 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 leads the Lab's regional economic development efforts. Through this role, I have collaborated with the County, LACDC, and other regional partners in Los Alamos and across the state to diversify our economy for short- and long-term sustainability. My varied experiences enable me to consider the larger picture from different perspectives (county, Lab, business owner, home owner, younger citizen, transplant from out-of-state). This open and informed mindset, along with my education background in Strategic Marketing & Global Leadership, will help me serve as an effective member of the Task Force to create and market an inviting community, increase the capture of visitor dollars, enrich our attractions and celebrate our area's natural beauty, and intentionally explore public and private investments and partnerships.

Lastly, through my interactions with the County, including LTAB, P&Z, BOA, and County Council, 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. I am confident my abilities to establish collaborative relationships among varied stakeholders, coupled with my background as previously described, will contribute to the Task Force's ability to move the needle of our community for tourism, hospitality, and economic vitality.

Thank you for your consideration of my application. Please contact me if you have any questions.

Regards,



Jacqueline A. Shen, MBA

## Matteson, Linda

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**From:** Whitney Spivey <whitneyjspivey@gmail.com>  
**Sent:** Thursday, April 19, 2018 1:55 PM  
**To:** LACManager  
**Subject:** Tourism Implementation Task Force

Hi Linda,

Hope you're doing well. I am writing because I'd like to apply for the Tourism Implementation Task Force. Here's the information you requested:

Name: Whitney Spivey

Address: 2297 North Road, Los Alamos

Phone: 573-864-4126

Email: [whitneyjspivey@gmail.com](mailto:whitneyjspivey@gmail.com)

Employer: Los Alamos National Laboratory

Civic organizations: former Co-op Market board member, Leadership Los Alamos graduate

Tourism/ED background: I am a writer who has written extensively for local and state publications about touristy things to do (New restaurants! Live music! Gallery openings! etc.). I have a solid understanding of how tourists want to receive their information and how to write that information in an informative, readable way.

As a competitive athlete, I have traveled all over the country to race and have strong feelings about what makes a small town attractive for active visitors. I also have strong opinions on why Los Alamos is not yet a destination for athletes, despite its amazing trails, mountains, and national parks.

I love being a Los Alamos resident, but I can't image a tourist would want to spend more than a few hours here. There is huge room for improvement, and I would like to play a role in shaping the County's tourism plan. Among other things, I would like to bring the 2020 U.S. National Snowshoe Racing Championships to Los Alamos/Valles Caldera. I've met with Kelly Stewart about this but am curious to share my ideas with others as well.

I know you asked for 1-2 pages, but this email is due today, so here you go! If you have follow up questions, please contact me.

Thanks!  
~Whitney

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Whitney Jackson Spivey

Writer/editor  
Los Alamos, New Mexico  
573-864-4126  
[whitney.pressfolios.com](http://whitney.pressfolios.com)

To: lacmanager@lacnm.us  
From: Robert A Tobey robertatobey@yahoo.com  
RE: Application for Tourist Implementation Task Force

Having lived in Los Alamos for nearly 55 years with a strong interest in promoting tourism and also years of interacting directly with tourists, I wish to apply for membership in the Tourist Implementation Task Force.

Many past approaches to designing procedures for attracting tourists have failed to concentrate on the all-important consideration of what visitors actually want and expect. That can only be provided by *directly engaging the visitors*. This is an area where I can provide highly relevant input. After retiring from LANL as a Laboratory Fellow in cellular and molecular biology in June 1991, my interest in tourism led me to serve as a guide at the Bradbury Science Museum from December 1999 to November 2004 and as a staff member at the White Rock Visitor Center from June 1992 to April 2013.

As a Bradbury Museum guide, the conversations with visitors made many wish to know and see more. Among topics discussed were the wide range of research projects ongoing in the Laboratory (a surprise to many) as well as the role of nuclear power and weapons in the past and present. In this manner, I obtained an appreciation for promoting the Lab and Los Alamos.

During my employment at the Visitor Center, I had discussions with many hundreds of tourists focusing on their reasons for visiting. As I provided information on the area, I asked a series of questions such as: How did you hear about us? Why did you decide to visit? What sites will you visit? How long do you plan to stay? Are you aware of local attractions? (I actively encouraged those planning to visit ONLY Bandelier to visit the town site.) As a result, I acquired a detailed picture of visitor likes and dislikes and was better able to serve them.

I think expansion of tourism in Los Alamos is a worthwhile and achievable goal. Task Force success will rely on the integration of ideas from individuals of diverse backgrounds and experiences. Visitor attitudes regarding Los Alamos undoubtedly will play an important role in the design of future strategies to attract tourists. If selected for membership, I could provide the Task Force with information regarding features which visitors favor, based on my extensive face-to-face interactions with them. I also believe that I would mesh well with Task Force members since I interact well within groups and value the role of listening and responding favorable to the ideas of others.

Accordingly, I hope you will give my application serious consideration.

Robert A Tobey  
102 Rover Boulevard  
Los Alamos, NM 87547  
(505) 672-3520  
robertatobey@yahoo.com

9 April 2018

## **Matteson, Linda**

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**From:** Karen Wray <thekarenwraygallery@gmail.com>  
**Sent:** Thursday, April 19, 2018 2:44 PM  
**To:** LACManager; Matteson, Linda  
**Subject:** Letter of Interest - Tourism Task Force

### **Letter of Interest**

#### **Los Alamos Tourism Task Force**

My name is Karen Wray, artist and owner of The Karen Wray Gallery in Los Alamos,

I believe that my experiences as a business owner, artist, former Lab employee, and resident gives me valuable perspectives on tourism, and I am asking to be considered for the Los Alamos Tourism Task Force.

Ever since I opened my gallery in 2008, it became evident that Los Alamos needs a coordinated, professional approach to tourism. Los Alamos and Bandelier have attracted tourists for many decades, so it seems obvious that tourism would be a coordinated effort between the Lab, the County, and the business community. The reality is that each entity envisions tourism quite differently and, as a result, leaves a confusing impression. Now with the establishment of the Manhattan Project National Historical Park, I would like to help organize a more coordinated approach to tourism, incorporating the Visitors Centers, local businesses, our museums, New Mexico True, tour bus operators, concierges from Santa Fe/Taos hotels, etc. By coordinating with these and other tourism organizations, the business community benefits, locals get more and better goods and services, and tourists have a better experience and impression.

At the Los Alamos National Lab, I was the principal isotope sales contact for the Medical Radioisotopes Research Group during the 1980's, and then I worked as a Division Budget Analyst until my medical retirement in 1994. I helped the Isotope Production Facility vastly improve it's reliability, consistency, and responsiveness to customers' needs by instituting a more businesslike approach and attitude. I helped coordinate the development of a full-color brochure and video of the Isotope Production Facility, which was first used at a Society of Nuclear Medicine Conference in San Francisco. Our DOE sponsor was quite impressed. I became a certified shipper of radioactive materials at LANL to consolidate the shipping process for very short-lived radioisotopes to national and international customers. This relieved the LANL Radioactive Material Shipping Office from dealing with numerous last-minute shipping documentation processing. I also developed a database for isotope shipment records, allowing fast and accurate information for management. As a Division Budget Analyst, I developed a system to help management determine their financial status at any point in time. This system incorporated all year-to-date costs, outstanding procurements/commitments, anticipated expenditures, monies owed to other Divisions, monies expected from other Divisions and Program Offices, potential new funding, and overhead rates. The Group Leaders found this system to be extremely useful and accurate.

As a business owner and especially an art gallery owner, I know that more needs to be done to direct tourists to businesses that typically are of interest to tourists. From our location a half block from the Bradbury Science Museum, tourists arrive at and visit the Science Museum, then, armed with the LA Visitor's Guide, walk west towards the Fuller Lodge. They rarely turn east towards our businesses. Unfortunately, as Lab employees, the Science Museum employees are limited in what they can suggest or recommend to tourists beyond handing out the Los Alamos Visitor's Guide. If tourists don't then make an additional stop by the Visitors Center/Chamber of Commerce in Central Park Square, they won't know about shopping, dining, lodging, nor entertainment options. Tourists have very little time to wander around and find businesses on their own, so we need to relocate the Visitors' Center from its current location in Central Park Square to the space next to the Science Museum, which would make it much more convenient for tourists, would relieve the pressure on the Museum employees, and would help the local businesses benefit from tourism dollars. The space mentioned is currently available and is ideal for that purpose.

I have relocated my art gallery several times before I found a location that is downtown, easy to access, near the Science Museum, and several other businesses that attract tourists. Location, location, location! It matters where the LA Visitors' Center is located for it to be effective.

Connecting tourists with small shops, restaurants, cafes, and galleries enhances tourists' experience and gives a favorable impression of the town. Right now, our businesses struggle to attract customers through advertising, social media, and other promotional methods, but independently can't afford to market themselves to all our regional, national, and international tourists. Visitors' Centers provide a valuable link between tourists and businesses offering products and/or services that would appeal to tourists. Our Visitors' Centers are more geared towards local attractions than to local businesses. The Taos Visitors' Center focuses on both, including offering a small selection of products from local shops and galleries at a 30% markup so tourists can make purchases if they don't have time to visit the shops themselves or if the shops are not open at that time. The shops receive 100% of the regular price and the Visitors' Center receives the 30% markup to help with operations costs. Both businesses and the Visitors' Center are quite happy with this arrangement. This is a great example of what other communities are doing to help promote local businesses and give tourists a delightful experience.

Los Alamos is located within 37 miles of Santa Fe, the third-largest art market in the country, and 64 miles from Taos. We are in an enviable position to attract those art enthusiasts who are visiting Santa Fe and/or Taos. Since the Northern New Mexico area has attracted artists and inspired many more for decades, we also have a surprising number of artists and soon-to-be artists in Los Alamos. My gallery is focused on artwork of and by local artists, featuring images of Los Alamos and surrounding areas, not commonly found in Santa Fe/Taos galleries. For many years local artists have exhibited their artwork outside of Los Alamos because of the lack of affordable venues in Los Alamos and the limited exposure to visitors. I have been working towards changing this by bringing local fine artists back to Los Alamos, inviting new artists and promising emerging artists, presenting professional art exhibitions and Openings, and teaching new artists painting and marketing skills. Our space, Openings, and exhibitions have been compared very favorably with those in Santa Fe. I promote our gallery and artists by advertising in The Collector's Guide (which is distributed yearly to all hotels, art galleries, and upscale shops in Santa Fe, Taos, Albuquerque, and neighboring communities), the LA Living Magazine, the Reel Deal Theater, local news outlets, through email and direct mail, and through social media.

I have spent my career working to analyze, research, and improve systems and processes, evaluate results, and adjust accordingly. I believe I would be a valuable addition to the Tourism Task Force.

Thank you for your consideration!

Respectfully,

Karen E. Wray

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