

2026 Work Plan for Los Alamos County Boards and Commissions

Board or Commission Name: Lodger's Tax Advisory Board

Date Prepared: 12/12/25

Date Approved by Council:

Prepared By: Lodger's Tax Advisory Board

Purpose:

The purpose of the work plan is to provide a detailed outline of tasks, activities, timelines, and resources required by this Board or Commission to achieve its annual goals. The purpose of most boards is to gather public input, to review policy recommendations by staff when requested, and to make policy recommendations to the County Council.

Process Timeline:

November: County Council Strategic Planning

December: Boards and Commissions review and develop work plans (primary item on December agenda)

January: Finalize and submit work plans for Council review.

Due Date: February 1

Time Frame: This work plan will be accomplished in the following time frame:

January 1, 2026, through December 31, 2026.

Members: List members, term start and end dates, and term number.

Member	Start/End Dates	Term (1st or 2nd)
Jennifer Olsen, Chair	December 2, 2024 - December 1, 2027	2
Conner Tharp, Vice Chair	December 2, 2024 - December 1, 2027	1
Dana Even	December 2, 2023 - December 1, 2026	1
Sonia Ruiz	December 2, 2024 - December 1, 2027	1
Brandi Engeman	December 2, 2025 - December 1, 2028	1

Chairperson: Jennifer Olsen

Department Director: Elias Isaacson

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

Staff Liaison: Ellyn Felton

Administrative Support:

Council Liaison: Melanee Hand

Work plan reviewed by Council Liaison? (Y/N)

1.0 Previous Calendar Year Work Plan Highlights

1.1 List the top five activities for the previous calendar year.

1.1.1

Reviewed a majority of the Year 7 Review of the Tourism Strategic Plan. We plan to provide Council with an update in 2026 with our findings.

1.1.2

Approved 2025 Work Plan.

1.1.3

Met more often than previous years (by having quorum) to accomplish goals.

1.1.4

1.1.5

1.2 List the top five accomplishments for the previous calendar year.

1.2.1

Advised on scope of work and deliverable to be included in the Request for Proposal (RFP) for a new Tourism Marketing Services contractor.

1.2.2

Held seven meetings, during which most of the Year 7 Review of the Tourism Strategic Plan was reviewed and discussed.

1.2.3

Participated in NMTrue Grant FY26 for a total value of \$163,500. This allowed for more advertisements and videos, and more availability of Lodgers' Tax printing and binding funding.

1.2.4

1.2.5

1.3 List the lessons learned for the previous calendar year.

1.3.1

Meetings need to be succinct, organized, and with purpose. Having quorum allows the board to achieve their goals.

1.3.2

Ongoing training — especially around the purview of the board— is necessary to understand our role and how we can help foster and enhance tourism in our community.

1.3.3

1.3.4

1.3.5

2.0 Calendar Year 2026 Work Plan

2.1 List any special projects or assignments given to this Board/Commission by Council or the Department Director.

2.1.1

Continued oversight and reporting of Lodgers' Tax expenditures.

2.1.2

Complete review of the Year 7 Review of the Tourism Strategic Plan to determine what items have been addressed and in what capacity, and which ones we still need to address and how to do so. In doing this review, consider the County's abilities, capabilities, and resources. In addition, we will make suggestions as to how to move forward.

2.1.3

Promote tourism by enhancing amenities, utilizing indoor and outdoor facilities, and encouraging overnight stays.

2.1.4

Work with DestinationiQ to grow, identify, and enhance tourism opportunities in Los Alamos County.

2.1.5

2.2 List other projects and/or activities being proposed by this Board/Commission, in priority order.

2.2.1

Identify and evaluate potential projects and initiatives that can effectively increase visitor spending, extend visitor time spent in the community, and maximize the economic benefits of tourism/visitation for Los Alamos County.

2.2.1

Work with DestinationiQ to grow, identify, and enhance tourism opportunities in Los Alamos County. In doing so, explore ways to highlight the small business community to visitors and increase their length of stay in Los Alamos County.

2.2.2

2.2.3

2.2.4

2.2.5

2.3 List the guiding documents or plans used by this Board/Commission.

2.3.1

- Article II, Section 36-31, Los Alamos County Municipal Code
- 2019 Economic Vitality Action Plan
- 2018 Tourism Strategic Plan
- Plans created by Tourism Marketing Services Contractor DestinationIQ (to be delivered in January 2026)

Reference: <https://www.losalamosnm.us/Government/Departments-and-Divisions/Community-Development/Economic-Development/Economic-Vitality-Strategic-Plan>

3.0 Identify interfaces with County departments and/or other Boards/Commissions that are necessary to achieve this work plan.

3.1

Council, County Managers Office, Community Development Department, Community Services Department, and others as needed.

3.2

Interface with the Art in Public Places, Environmental Sustainability Board, Historic Preservation Advisory Board, Library Board, Parks and Recreation Board, Transportation Board, and Inclusivity Task Force.

3.3

3.4

3.5

4.0 List any special events this Board/Commission plans to participate in that will support this work plan.

4.1

N/A

4.2

4.3

4.4

4.5

5.0 List active Working Groups within this Board/Commission, if any, along with the purpose and member names of each one.

5.1

We currently do not have any working groups. A working group with an information-finding mission to explore other tourism plans for areas similar in size and/or demographic to Los Alamos discussed and created, but the Board was unable to assign a liaison to the group and have it get started.

5.2

5.3

5.4

5.5

Attachment A

Place an X in the column on the right if the Council priority is related to the work of the Board or Commission:

Quality Governance	
Quality governance is participatory, consensus-oriented, transparent, accountable, effective, efficient, and responsive to the present and future needs of stakeholders.	
Communication and Engagement	
Inform, educate, and solicit feedback from the community and boards and commissions on County projects, policies, and priorities to promote a culture of open communication and collaboration and foster exceptional customer service.	X
Intergovernmental, Tribal, and Regional Relations	
Collaborate and problem-solve with the County's major employers; community partner organizations; neighboring Pueblos; and regional, state, and national governmental entities.	X
Fiscal Stewardship	
Maintain fiscal sustainability, transparency, and compliance with applicable budgetary and financial regulatory standards.	X
Operational Excellence	
Operational excellence involves having structures, processes, standards, and oversight in place to ensure that effective services are efficiently delivered within available resources and that services continuously improve.	
Effective, Efficient, and Reliable Services	
Deliver customer-focused, accessible, reliable, and sustainable services to the community through sound financial management, collaborative decision-making, and efficient implementation.	
Infrastructure Asset Management	
Evaluate the County's assets and infrastructure and prioritize funding to first maintain and protect those investments and second to inform new investments.	
Employee Recruitment and Retention	
Attract and employ diverse and highly qualified staff; retain staff through development opportunities, compensation, and benefits; and promote staff to address increasingly complex challenges.	
Economic Vitality	
Economic vitality encompasses the ability of the community to diversify, develop, grow, and sustain the many elements necessary for a local economy to flourish.	
Housing	
Increase the capacity for new housing development and the amount and variety of housing types to meet the needs of a changing and growing population, particularly middle- and lower-income households.	
Local Business	
Encourage the retention of existing businesses, facilitate the startup of new businesses, and assist in opportunities for growth.	X
Downtown Revitalization	
Revitalize the downtown areas of Los Alamos and White Rock by facilitating development opportunities in accordance with the downtown master plans.	X
Tourism and Special Events	
Sponsor special events, support major employer and community events, and promote tourism by enhancing amenities, utilizing facilities and contract services, and encouraging overnight stays.	X
Community Broadband	
Provide community broadband as a basic essential service that will enable reliable high-speed internet services throughout the County at competitive pricing.	

Quality of Life	
Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.	
Health, Wellbeing, and Social Services	
Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and promote wellbeing in the region.	
Diversity, Equity, and Inclusivity	
Promote diversity, equity, and inclusivity through community awareness training, targeted events, and expanded opportunities for diverse interests.	
Mobility	
Improve and expand access to, and all-ability accommodations for, alternative modes of travel including public transit, cycling, and walking amenities and services.	
Educational, Historical, and Cultural Amenities	
Promote educational and cultural opportunities, in coordination with community partners, and provide for the preservation and restoration of historic buildings and the protection of archaeological sites.	X
Open Space, Parks, and Recreation	
Manage County open space and maintain and improve parks and recreation facilities, trails, and amenities as defined by adopted plans and approved projects.	X
Public Safety	
Ensure overall community safety through proactive and sustained implementation of police, fire hazard mitigation, and emergency response plans.	
Environmental Stewardship	
Environmental stewardship is the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices in coordination with community and organizational partners.	
Natural Resource Protection	
Take actions to protect the wildlife and wildland interface, safeguard water, and mitigate tree loss in the community.	
Greenhouse Gas Reduction	
Establish targets for achieving net-zero greenhouse gas emissions and integrate sustainability and resiliency practices into County policies and operations.	
Carbon-Neutral Energy Supply	
Achieve carbon neutrality in electrical supply by 2040 through diversified carbon-free electric sourcing and phase out natural gas supply by 2070 through energy-efficient, all-electric buildings.	
Water Conservation	
Reduce potable water use and increase non-potable water use and water harvesting for irrigation where suitable.	
Waste Management	
Manage waste responsibly by diversion of solid waste from landfills through recycling, re-use, composting, and waste reduction programs and zero-waste education campaigns; and pursue efficient long-term solutions for disposal of solid waste.	