



**LOS ALAMOS**  
where discoveries are made

## **DRAFT FY20 Work Plan for Los Alamos County Boards and Commissions**

**(Fiscal Year 2021: July 1, 2020 – June 30, 2021)**

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

**Date prepared: February 25, 2020      Date approved by Council: TBD**

**Prepared by: Kelly Stewart**

**This work plan will be accomplished in the following time frame:  
July 1, 2020 to June 30, 2021**

**Chairperson: TBD**

**Members and terms:**

<b>Member</b>	<b>Start/End Dates</b>	<b>Term</b>
<b>Linda Deck</b>	<b>12/2/2019 – 12/1/2022</b>	<b>2</b>
<b>Katie Bruell</b>	<b>12/2/2018 – 12/1/2021</b>	<b>2</b>
<b>Stacy Baker</b>	<b>12/2/2018 – 12/1/2021</b>	<b>1</b>
<b>Zack Aikey</b>	<b>12/2/2019 – 12/1/2022</b>	<b>1</b>
<b>Vacant</b>	<b>12/2/2017 – 12/1/2020</b>	

**Department Director: Linda Matteson, CMO**

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

**Staff Liaison: Kelly Stewart**

**Administrative Support provided by: Barbara Lai**

**Council Liaison: David Izraelevitz**

**Reviewed by Council Liaison Y**

**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.**

**I. PRIORITY PROJECTS**

1. **Tourism Marketing Metrics (*Identification, Collection, Analysis, Reporting, Application*)** to identify and apply metrics that accurately assess the performance and effectiveness of Los Alamos’ tourism marketing products and campaigns and inform tourism marketing content, media investments, and visitor services. •The NMTD Research Director attended the Dec 17 LTAB meeting to present and facilitate discussion re the criteria that must be considered for a data plan and provided a data package for LTAB to complete for incorporation into a data plan. The County Staff Liaison attended tourism marketing and lodging data sessions while at the Tourism and Hospitality TRENDS conference Feb. Member Linda Deck and Staff Liaison Kelly Stewart volunteered to lead the effort to complete the data package and make progress on development and implementation of tourism marketing metrics plan.
2. **Short-Term Rentals (a.k.a., “Alternative Lodging” like Airbnb, VRBO)** to prepare Los Alamos to leverage the power of the growing short-term lodging industry under new laws and provisions, seeking best practices, policies and process that benefit short term rental participants and their lodgers, while generating Lodgers’ Tax revenues. •LTAB hosted a presentation from The Town of Taos Marketing and Tourism Director regarding Taos’ short term lodging program, including policies, procedures and lessons learned. The County Staff Liaison relayed to LTAB NMTD’s plans to develop a Lodgers’ Tax Handbook with input from tourism and lodging professionals throughout the state in spring 2020. The County Staff Liaison relayed the information learned to the Community Development Department (CDD), and it was determined that this subject will be included in CDD’s Redevelopment Master Plan and Development Code Update project to be awarded and conducted in the spring/summer of 2020. In the meantime, the Staff Liaison is coordinating with CDD staff to monitor number and disposition of pending business license applications for short term lodging operations; working with CMO/CDD to understand County response to these “pre-code update” STR business operators; and informing then relaying LTAB recommendations. Chair Jacqueline Shen and Vice Chair Katie Bruell are monitoring current STR response and providing input to the relevant sections of the development code update.
3. **Hospitality Best Practices (e.g., customer service training)** to research and recommend standards best practices and feedback systems for the front line managers of Los Alamos’ hospitality industry. • LTAB members Stacy Baker and Zack Aikey are monitoring and soliciting/relaying feedback and recommendations regarding the effectiveness of LACDC’s Visitor Journey A2D customer service/ambassador training for Los Alamos set to launch in March with an on-line/live sessions, beginning with front-line tourism and hospitality professionals, in preparation for the mid-May start of Los Alamos’ high tourism season.

**II. LTAB AFFILIATED PROJECTS**

- A. **Rural Pathways Project** – LTAB will participate in the steering committee for a Rural Pathway Project (RPP) grant focused on marketing Bandelier as part of a multi-pronged experience that includes Los Alamos townsite. The County Staff Liaison is leading the grant application effort with plans to launch the effort in March/April 2020.
- B. **Critical Plans Review** – LTAB conducted reviews and/or received presentations and/or regular reports on the following strategic plans: the Tourism Strategic Plan, the Economic Vitality Strategic Plan, the MainStreet and Creative District Plans and Economic Transformation Strategies, and the Brand Action Plan.
- C. **Planning Calendar Functionality** – LTAB monitors and provides input regarding the content and functionality of fyilosalamos.com to ensure it is updated, comprehensive and representative of all visitor-oriented events and programs. LACDC staff led this effort and are considering new platforms to improve accessibility for both event marketers and visitors.

### III. ADMINISTRATIVE UPDATE

- A. **LTAB Leadership Elections** – At the January 28 meeting, LTAB elected Jacqueline Shen as Chair and reelected Katie Bruell as Vice Chair.
- B. **LTAB Workgroups** - To make more progress on priority projects, LTAB and the County Staff Liaison, assigned themselves to work in teams of two, with Jacqueline Shen and Katie Bruell taking the lead on Short Term Rentals, Zack Aikey and Stacy Baker addressing Hospitality Best Practices and Linda Deck and Kelly Stewart taking Tourism Marketing Metrics. Each workgroup is responsible for coordinating with the County Staff Liaison and subject matter experts, and reporting progress made at each scheduled LTAB meeting.
- C. **LTAB Subcommittee: Tourism Implementation Task Force** – Recognizing the alignment and overlap between LTAB and the Task Force’s goals and projects, LTAB is working with County staff and the Task Force members to initiate the process of making the Task Force an official subcommittee of LTAB.
- D. **Training** – LTAB members were invited to attend Roberts Rules of Order training on Feb 26. Newly elected chair Jaqueline Shen and County Staff Liaison Kelly Stewart participated. Katie Thwaites from the County Attorney’s Office conducted County Code of Ethics Training for LTAB members at the Apr 21 meeting.

**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.)**

- 1) **Tourism Marketing Metrics (Identification, Collection, Analysis, Reporting, Application)** Develop a data plan that recommends data collection, analysis and reporting practices to produce metrics that will assist LTAB in assessing visitation and tourism effectiveness and making recommendations to the County/Council for improvements.
- 2) **Short-Term Rentals (a.k.a., “Alternative Lodging” like Airbnb, VRBO)** Establish relationships with all identified sources/projects that are either directly related or influence Los Alamos County’s policies and practices, including New Mexico Tourism Department, New Mexico Tax & Rev, New NM Hospitality Association, local lodging establishments, local short term rental community and short term rental customers. Participate in all existing forums and recommend additional forums to capture feedback and recommend decisions.
- 3) **Hospitality Best Practices** Participate in and monitor LACDC’s Visitor Journey A2D Training program, and provide feedback, including recommendations for additional topics. Visit each lodging establishment and establish regular contact with general managers to gather data (occupancy, average daily rate), recommend marketing and destination campaign efforts, and other collaborations.
- 4) **Event Calendar Upgrade** Provide input to development of one event calendar platform that meets the needs of event marketers, community members and visitors.
- 5) **NMTD Rural Pathways Program Grant** Participate in NMTD’s RPP grant project process to provide input to efforts to drive Bandelier visitors to Los Alamos townsite attractions and businesses.
- 6) **Strategic County Projects** - Review the County’s Economic Vitality Strategic Plan and Tourism Strategic Plan to identify goals and projects aligned with LTAB goals, then recommend actions and involvement. Projects already identified include: Wayfinding (Phase 1), Visitor Center Renovation Plan & Project, Visitor Materials Suite (i.e., Adventure Guide, History Guide, 24/7 Orientation Guide, All Streets Map, rack cards and web links).
- 7) **Destination Development & Marketing Projects** – Work with County staff to coordinate presentations and input opportunities for destination development projects and destination marketing projects identified in the scope of the County contract, including tournament tourism, relocation services, local business marketing assistance projects, and the Discoveries Action Team initiatives.

**8) Administrative Actions**

- **Board Elections.** Hold elections for LTAB chair and vice chair at January 21 LTAB meeting.
- **Workgroup Assignments.** Reassess and reassign Board leads for specific projects.
- **LTAB Subcommittee: Tourism Implementation Task Force.** Coordinate with Task Force re goals, projects and reporting at monthly LTAB meetings.
- **Training.** Work with County to establish training P.O. LTAB staff to identify training needs and opportunities, coordinate registration, etc. with County staff.

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

TBD

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

- FY20 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/Sunny505)
- 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
- Wayfinding Plan
- Economic Vitality Strategic Plan (EVSP)
- 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.) To assist with Council review of the work plans, please list the B&C's proposed projects or assignments in priority order.**

- Explore reestablishment of the LTAB small project grant program (\$10,000-\$15,000), funded by Lodgers' Tax Revenues as an ongoing expense.

**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 to identify the entities whose activities best inform LTAB's focus areas of Data Development, Short-Term (Alternative) Lodging Program and Hospitality Best Practices.
- LTAB will also seek regular briefings from County Departments, Boards and Commissions, and outside interests to inform the key focus areas.

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

Based upon the needs and strategies that are determined by the LTAB as the work plan is developed for each of the above referenced topics, with adequate budget, staff and resources for advertising and community or business outreach, this section's tasks will be determined in consultation as needed with the PIO as the year progresses.

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

**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:**

- Explore incorporating the limited term, ad hoc Tourism Implementation Task Force as a subcommittee to the Lodgers' Tax Advisory Board, or similar affiliation.

**Attachment A: Provide a copy of your Board or Commission's "Purpose" and "Duties and Responsibilities" from Chapter 8 of the County Code:**

**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 on the chart on the following page.

(From 2020 Strategic Leadership Plan)

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.

Draft

# Council Strategic Goals

Attachment B

<b>Ongoing improvement in communication and transparency, environmental sustainability, planning for appropriate levels of County services and coordination with Los Alamos National Laboratory and regional partners are overarching goals that will be components of all our efforts.</b>	
<b>Increasing the Amount and Types of Housing Options</b>	
This includes a variety of housing options for all segments of the community, from affordable to new options for those interested in downsizing or moving closer to central areas of the community. The 2019 Housing Market Needs Analysis identified that needs are distributed among all income ranges but that it is particularly acute for middle- and lower-income households.	
<b>Protecting, Maintaining and Improving our Open Spaces, Recreational, and Cultural Amenities</b>	
Los Alamos County open spaces and cultural attractions are greatly valued by the community and provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.	X
<b>Enhancing Support and Opportunities for the Local Business Environment</b>	
This includes appropriate support for existing businesses, growing new businesses, and supporting technology start-ups and spin-offs.	X
<b>Improve Utilization and Aesthetics of Vacant Buildings and Properties</b>	
Land availability in Los Alamos County, and in particular the downtown areas, is limited and there is a desire to work towards better utilization, opportunities for new businesses, and improved aesthetics.	X
<b>Supporting Social Services Improvement</b>	
Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of county support could help address current needs.	
<b>Expand Transportation and Mobility Options and Address Parking Challenges</b>	
Work with regional partners and the Laboratory to consider holistic solutions for the needs and challenges facing Los Alamos and White Rock in the context of expanded housing and employment in the County and the desire to create a walk-, ride-, and environmentally-friendly community.	
<b>Investing in Infrastructure</b>	
Appropriately balancing maintenance of existing infrastructure with new investments in county utilities, roads, facilities and amenities will help improve environmental stewardship, sustainability, and quality of life, while allowing for sustainable growth.	