

**Board or Commission Name: Lodgers’ Tax Advisory Board**

**Date Prepared: March 11, 2024**

**Date Approved by Council:**

**Prepared By: Dan Ungerleider, Economic Development Administrator  
Ellyn Felton, Marketing Specialist**

**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 (sole 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, 2024, through December 31, 2024.

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

<b>Member</b>	<b>Start/End Dates</b>	<b>Term (1st or 2nd)</b>
Jennifer B Olsen	Dec 02, 2021, to Dec 01, 2024	1st
Jennifer Olsen	Dec 02, 2021, to Dec 01, 2024	1st
Matthew B Allen	Dec 02, 2022, to Dec 01, 2025	2nd
Michael Wheeler	Dec 02, 2022, to Dec 01, 2025	1st
Trevor J Shuman	Dec 02, 2022, to Dec 01, 2025	1st

**Chairperson:** Jennifer B Olsen

**Department Director:** Paul Andrus

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

**Staff Liaison:** Ellyn Felton, Marketing Specialist

**Administrative Support:** Anita Barela, ED Admin

**Council Liaison:** Councilor David Reagor

**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

Conduct required meetings, reporting out Lodgers' Tax Revenue, Tourism Venue Visitation Statistics, community special event activities, and use of Lodgers' tax funds. This activity is required as established by Article II, Section 36-31 of the Los Alamos County Municipal Code.

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

1.2.1

Project Oppenheimer – In preparation for the release of Christopher Nolan's film "Oppenheimer", volunteer members from the public, business community and non-for-profit organizations came together to maximize local activities and marketing to maximize the business and visitor experience during the expected increase in visitors resulting from the film. Topics discussed: Promotion and storytelling, conflict resolution, joint marketing campaigns, and increasing participation.

1.2.2

Ambassador Program – On behalf of the County, LACDC underwent a revamp and expansion of the existing ambassador program. This free program includes a 2-hour in-person class covering local history, destinations, programs and exhibits, and techniques for being an effective local ambassador.

1.2.3

White Rock Visitor Center Refresh – In preparation for the summer tourism season, the White Rock Visitor Center underwent a quick refresh, including the installation of new displays, brochure walls, maps, banners, and furniture. The washroom facilities were upgraded to accommodate the growing number of visitors.

1.2.4

Brochure Refresh – As noted above, most visitor information brochures were reviewed and updated to include current and relevant information. This activity sets the stage for the update to the County's Adventure Guide proposed for FY2025.

1.2.5-

Visitor Center Survey Kiosks – Digital Kiosks were installed in both visitor centers to collect visitor demographic and experience data. The data is now being used to understand trends and to develop focused marketing programs and activities to increase visitation and referrals.

### 1.3 List the lessons learned for the previous calendar year.

1.3.1

Meetings need to be succinct, organized, and with purpose, allowing for report and consideration of Tourism Implementation Task Force Work Group recommendations.

**2.0 Calendar Year 2024 Work Plan**

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

2.1.1 Continue oversight and reporting of Lodgers’ Tax expenditures and impacts on increasing overnight visitation/tourism.

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

2.2.1 Participate in County transit/transportation studies and project as they might impact tourism promotion activities and propose temporary and future options for visitors to better their experience by FY 2025.

2.2.1 Oversee the creation and development of the visitor itinerary application and publications, i.e. Visit Widget, for FY 2025,

2.2.3 Oversee the development of a Group Marketing Plan by FY 2025; identify tour operators, meeting planners, associations, and other hospitality functions for group trips looking to visit the County.

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
- Tourism Implementation Plan

Reference: <https://www.losalamosnm.us/Government/Departments-and-Divisions/Community-Development/Economic-Development/Business-Resources/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.

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

4.1

NA

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

5.1

Tourism Implementation Task Force

## 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:*

<b>Quality Governance</b>	
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
<b>Operational Excellence</b>	
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.	
<b>Economic Vitality</b>	
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.	
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.	

<b>Quality of Life</b>	
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.	
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.	
Public Safety	
Ensure overall community safety through proactive and sustained implementation of police, fire hazard mitigation, and emergency response plans.	
<b>Environmental Stewardship</b>	
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.	