



LOS ALAMOS

where discoveries are made

FY23 Work Plan for Los Alamos County Boards and Commissions

(Fiscal Year 2023: July 1, 2022 – June 30, 2023)

Board and Commission Name: Lodgers' Tax Advisory Board

Date prepared: 02/10/22

Date approved by Council: TBD

Prepared by: Kelly Stewart, County Staff Liaison and Linda Deck, LTAB Chair

This work plan will be accomplished in the following time frame: July 01, 2022- June 30, 2023

Chairperson: Linda Deck

Members and terms:

| Member | Start/End Dates | Term |
|-----------------|-------------------------|------|
| Matt Allen | Dec 2, 2019–Dec 1, 2022 | 1 |
| Linda Deck | Dec 2, 2019-Dec 1, 2022 | 2 |
| Jennifer Jenson | Dec 2, 2021-Dec 1, 2024 | 1 |
| Jennifer Olsen | Dec 2, 2021-Dec 1, 2024 | 1 |
| Julie Ruud | Dec 2, 2019-Dec 1, 2022 | 1 |

Department Director: Paul Andrus

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

Staff Liaison: Kelly Stewart

Administrative Support provided by Barbara Lai

Council Liaison: Sean Williams

Reviewed by Council Liaison?

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.

A. Strategic County Projects Strategic Projects

Submitted the following letters of recommendation to County Council in support of funding the following projects:

- commission of a Short-Term Rental Study and update the Los Alamos County Lodgers' Tax ordinance to bring it up to date to leverage opportunities
- internal design of White Rock Visitor Center for stand-alone restrooms and food truck pads
- hire of a Tourism Manager position per the Tourism Strategic Plan
- commission of a Community Services Department Integrated Master Plan
- commission of an Outdoor Recreation Industry Development Study
- purchase of the old CB Fox-Reel Deal

A. Short-Term Rentals (a.k.a., "Alternative Lodging" like *Airbnb*, *VRBO*)

- short-term rental program adopted in August 2020.
- Hosted presentation by the County's Housing Manager, Margaret Ambrosino on short-term rental study process which is scheduled to go out to bid in early 2022.

B. Tourism Marketing Metrics Tool

- Hosted a live presentations and training by Datafy, a subscription data service that uses "geo-fencing" to collect cellular signal data in specific areas around the County that provides actual demographic data (age range, household income, city of origin) and in-market data (where they are visiting, length of stay) without compromising individual consumer privacy. The vendor was hired by tourism marketing contractor Griffin and Associates dba Sunny505 to comply with the scope and terms of their new contract AGR21-58, approved by Council 2021.

C. Hospitality Best Practices

- Scheduled a presentation on the customer service training program called Visitor Journey A2D which will be promoted and implemented by the County's visitor center services contractor Discover Los Alamos, LACDC's meeting and visitor program beginning in late spring 2022.
- Scheduling annual LTAB field trips to each lodging establishment in 2022 to become familiar with lodging offerings and services and to determine collaboration opportunities in coordination with tourism campaigns and events.

D. County-Produced Visitor Materials Production

- Provided input to the County's production of a new Adventure Guide, a suite of in-market visitor materials and the establishment of visitor information kiosks throughout the county.

E. Outdoor Recreation Economy Development & Marketing

- Partnered with the Los Alamos Tourism Implementation Task Force to host a remote, public meeting featuring the New Mexico Outdoor Recreation Division (NMORD) Director Axie Navas to discuss grant opportunities and explore the best way to market Los Alamos County's outdoor offerings.
- LTAB members participated in an Outdoor Recreation subgroup of the Tourism Implementation Task Force, including a Nature On Tap panel discussion featuring outdoor recreation outfitters and business owners.
- LTAB received new information regarding the efforts of the Economic Development Division and the Community Services Department to develop, support and market Los Alamos' outdoor recreation economy throughout the year.

F. Destination Development & Marketing Projects

- Participated in public meetings regarding the Downtown Master Planning process for Los Alamos and White Rock
- Received County staff reports on the updates to the planning and compliance chapters of the Comprehensive Plan that impact permitting of businesses, such as food trucks.
- Received County staff reports on the County's Wayfinding Plan implementation, including the production of new trailhead signs for the Los Alamos Trails Network.

G. New Mexico Tourism Department (NMTD) Programs & Grant Opportunities

- Received monthly reports from the County and Sunny505 regarding the New Mexico Tourism Department's Recovery Response Program Opportunities, including Google listings updates and enhanced social media postings.
- Received monthly updates and provided feedback on print and digital advertising created as part of the County's award from the FY22 Cooperative Marketing and Advertising grant program.
- Received monthly reports from Sunny505 on the social media metrics and associated posts on the Visit Los Alamos Facebook page and the @VisitLosAlamos Instagram page.
- Received monthly reports from Sunny505 on the content, reach of press releases and media pitches, as well as the dollar value of resulting publicity.

H. Event Calendar Upgrade

- Received periodic updates on improvements made by LACDC to the event website, fyilosalamos.com, including the streamlining of website design and format to filter events more effectively, and dedicating Discover Los Alamos meeting and visitor bureau staff to input event data to better meet the needs of event organizers, marketers, community members and visitors.

I. Administrative Actions

- **Board Elections.** Held elections for LTAB chair and vice chair at the January 18, 2022 LTAB meeting, electing Linda Deck to chair and Matt Allen to vice chair.
- **Workgroup Assignments.** At the January 18, 2022 LTAB meeting, board members volunteered to serve as liaisons to key projects and initiatives that are relevant to LTAB's goals as follows:
 - 1) **NM Tourism Department Programs & Grant Opportunities:** Linda Deck
 - 2) **Tourism Task Force Liaison/fyilosalamos.org Event Calendar Upgrade:** Jen Olsen
 - 3) **Outdoor Recreation Industry Development & Promotion:** Matt Allen
 - 4) **LTAB Subcommittee: Tourism Implementation Task Force.** During quarters 3-4 of FY22, LTAB will work with County staff to determine feasibility, timing, and requirements for making the Task Force a subcommittee of LTAB in the future.
- **Training.** During quarters 3 and 4, County staff will schedule key training (County Code of Conduct, Roberts Rules) for LTAB. County staff will also share available tourism training sessions with LTAB members regarding relevant to identify training needs and opportunities and coordinate with County staff to identify trainings and coordinate registration.

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.)*

A. HIGH PRIORITY FOCUS ITEMS.

The following topics are high priority focus areas for LTAB in FY23 and will serve as content for presentations and discussions at LTAB meetings:

1. **Short-Term Rentals** LTAB to participate in the County's Lodgers' Tax ordinance update and short-term rental study to monitor the needs and quality of the short-term rental market, impacts on the community, and compliance with state legislation guidance and opportunities.
2. **Tourism Marketing Metrics** LTAB to work with County staff and tourism marketing contractor to use the Datafy dashboard tool to create presentations that demonstrate the performance and effectiveness of Los Alamos' tourism marketing products and campaigns and events.
3. **Hospitality Best Practices** Participate in the launch and development of programs to improve customer service and community brand advocacy at all visitor interfaces, including the following:
 - Visitor Journey A2D ("Arrival 2 Departure") customer service training program
 - Brand Marketing Plan Development & Implementation
 - Lodging familiarization and support program
4. **Tourism Strategic Plan Implementation** Liaison to participate in Tourism Implementation Task Force meetings and work groups and provide reports and obtain input from LTAB members. Provide input to fyilosalamos.org (or replacement platform) to ensure it meets the needs of event marketers, community members and visitors.

B. MONITOR & MAINTENANCE ITEMS

The Following topics are ongoing initiatives, programs and projects that impact the Los Alamos tourism experience. Prior to each meeting County staff will check with sources regarding the status of these projects and report to LTAB updates as they occur.

1. **New Mexico Tourism Department (NMTD) Programs & Grant Opportunities** Monitor New Mexico Tourism Department opportunities and Los Alamos County's participation in programs including the New Mexico True FY23 Cooperative Marketing and Advertising grant. Collect and present performance data to LTAB, Council and other interested groups.
2. **Event Support** Monitor performance of the fyilosalamos.org event calendar and provide input to ongoing event support, marketing, and assessment efforts of the following groups:
 - Tourism Implementation Task Forces' Event Support (event inventory, infrastructure)
 - Tourism Marketing Services contractor (marketing plans for key events)
 - Discover Los Alamos group marketing services (outreach and support to event attendees, business coordination, welcome signage and packets, in-market promotion)
 - Datafy Dashboard geo-data collection and assessment (year-over-year performance)
 - Consider allocating Lodgers' Tax budget for small project grants for marketing events
7. **Strategic Projects** Solicit updates on key projects that impact or influence the tourism experience, including:
 - Brand Marketing Plan Development & Implementation
 - Community Services Implementation Management Plan
 - Pueblo Canyon Mountain Bike Trail and Skills Park
 - Visitor Guide, Materials and Kiosks
 - Wayfinding Plan Implementation
 - Welcome Centers Experience Refresh Design/Construction
 - White Rock Visitor Center Restrooms & Vendor Pad

8. **Outdoor Recreation Economy Development & Marketing** Work with County staff and the Community Services Department and the Recreation Division to identify recreation experiences and itineraries that can be packaged and marketed to prospective tourism audiences. Also monitor and provide input to grant opportunities from NMORD or other agencies.

C. Administrative Actions

1. **LTAB Subcommittee: Tourism Implementation Task Force.** Coordinate with Task Force re goals, projects and reporting at monthly LTAB meetings. Work with County staff to determine feasibility, timing, and requirements for making the Task Force a subcommittee of LTAB in the future.
2. **Small Project Event Marketing Grants.** County to assess Lodgers' Tax revenue balance and County staff capacity to fund a small grant program for local event organizers to market to visitors outside a 50-mile radius around Los Alamos.
3. **Training.** Work with LTAB to identify training needs and opportunities and coordinate with County staff to identify trainings and coordinate registration.

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| 2.1 List any special projects or assignments given to this Board or Commission by Council or the Department Director: |
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N/A

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| 2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission. |
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- FY22 Tourism Marketing Services Marketing Plan (tourism marketing contractor)
- Lodgers' Tax Fund Accrued and Actual Revenue reports (Los Alamos County Finance Department)
- P.R./Social Media Data reports (tourism marketing contractor)
- Visitor/Attraction Trends reports (visitor center contractor)
- Community Services Department reports (Parks, Recreation & Open Space activities, and CSD operations contracts Los Alamos History Museum, Los Alamos Nature Center & Fuller Lodge Art Center)
- 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
- Comprehensive Plan
- Downtown Redevelopment Master Plan & Development Code Update
- Community Services Integrated Master Plan

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| 2.3 Other projects/assignments proposed by the Board or Commission: <i>(Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)</i> To assist with Council review of the work plans, please list the B&C's proposed projects or assignments in priority order. |
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Advocate for County hire of Tourism Manager position.

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, Hospitality Best Practices and Outside Recreation Economy efforts.
- LTAB will also seek 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

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:

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 Art in Public Places Board:

Attachment A

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.

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 Planning & Zoning Commission:

Council Goals and Priority Areas

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| Enhancing quality of life, economic vitality, environmental sustainability, and racial equity and inclusivity are overarching goals that will be components of all our efforts as we coordinate with Los Alamos National Laboratory and regional, state, and national entities and plan for appropriate levels of County services. | |
| Enhancing Communication | |
| Enhancing communication to better inform and engage the public on County matters and to better interface with regional, state, and national entities. | X |
| Increasing the Amount and Types of Housing Options | |
| Increasing the variety of housing options for all segments of the community, from affordable to missing middle to market rate, and pursuing new energy-efficient options and opportunities for utilizing vacant spaces in the Los Alamos townsite and the White Rock town center. | X |
| Protecting our environment and improving our open spaces, recreational, and cultural amenities | |
| 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 resiliency and sustainability is important to our citizens. | X |
| Enhancing Support and Opportunities for the Local Business Environment | |
| Appropriately supporting existing businesses, growing new small businesses, supporting technology start-ups and spin-offs, and identifying redevelopment opportunities as a part of these efforts. | X |
| Supporting Social Services Availability | |
| Behavioral, mental, and physical health and social services are important for resiliency and quality of life; County support can help address needs for appropriate types and levels of services. | |
| Improving Access to High Quality Broadband | |
| Reliable high-speed broadband service throughout the community is essential; determining appropriate investments will advance County efforts in ensuring this service. | |
| Investing in Infrastructure | |
| Balancing maintenance of existing infrastructure with new investments in utilities, roads, trails, expanded transit options, facilities, and amenities; and promoting sustainable and resilient practices throughout the community, such as carbon-neutral electric generation. | |