



**County Manager's Office**  
**BOARD & COMMISSION INTERVIEW QUESTIONS**

Jennifer Armstrong  
Applicant's Name

Tourism Implementation Task Force  
Board or Commission

Melanee Hand  
Interviewer Name

Tue, Mar 7, 2023, 9:30 AM  
Date/Time of Interview

Interview Conducted:  
  X   ZOOM  
       Telephone

***NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.***

#	Question/Documented Response
1	Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission. Moved to LA 1-1/2 yrs ago and have a background in academia, husband works for National Park Service. Involved in a variety of community services for tourism. Involved in organization and collaboration, understanding story to distill packaging.
2	What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? [Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.] Having amenities for tourists. Shouldn't be an afterthought destination. Want it to become an independent trip. Issues to attract lodging and fairness in new housing. Attract people on the weekends. Get weekend service for trolley service. Town empties out on the weekend. Create a more vibrant feel. Funding issues – where does it come from? Who is supporting tourism in Los Alamos County – sustainability of services after pilot program.
3	How do you perceive the role of County Boards and Commissions in local government? County government should have a big picture plan and other boards and committees should support it. Ideas from Boards should be vetted through community buy-in and laws. Task force can illuminate the problems to bring to Council for decisions. Integral work with Council.
4	What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess? Listening, open mindedness, ability to think big picture, problem solver, take in information before jumping to conclusions, collaboration. Take in data before making a decision.
5	What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve? Seeing what people bring to the table and find a place for people to collaborate and listening. People feel empowered. Communication between all members.
6	Have you served on any Boards, Commissions or Committees (not only County B&Cs – but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure? Community center board serving as Treasurer – Yellowstone NP. Focused on bringing classes. Rehabed fitness room. Worked together with other Boards to pitch for help 2017-2021. Take an idea, brainstorm, and sift through feasibility, assign tasks and determine strengths.
7	Are you familiar with the County Charter and County Code as they apply to the Board you are applying for?

	No. Haven't read them.
8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity? Yes. Legal training – code of conduct training and Robert's Rules. This is an ad hoc committee that doesn't function as formally.
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board? No. Background allows her the understanding of communication as open.
10	Currently, a few boards or commissions are "live streaming" their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you're applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve? No
11	<i>[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]</i> Decision will be made when Council votes on the acceptance of candidates.
12	Do you have any questions for the interview panel?  How many members are on this Task Force?  How do the meetings run?  Describe the culture of the Task Force. Quarterly meetings (reports from staff mostly now), but need to break into work groups to work on projects that impact data, metrics, tourism, etc. Members of the group include other Board members. Informal meetings and ask public attendees to participate. Easy to run an informal meeting where it turns into a conversation. Implementing the Tourism Strategic Plan. Committee and Idea-generating group.  What qualities to members of the task force need to have, and what gaps do you need to fill?

Notes: Could be an asset for the Task Force.



**County Manager's Office**  
**BOARD & COMMISSION INTERVIEW QUESTIONS**

Jennifer Armstrong  
Applicant's Name

Tourism Implementation Task Force  
Board or Commission

Randall Ryti  
Interviewer Name

Tue, Mar 7, 2023, 9:30 AM  
Date/Time of Interview

Interview Conducted:  
  X   ZOOM  
       Telephone

***NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.***

#	Question/Documented Response
1	<p>Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission.</p> <p>Moved almost 1.5 years ago, background in academia, travel and tourism are interests of mine. CO NC MT then Los Alamos. Project involvement in Yellowstone. Understand story and how to market ideas.</p>
2	<p>What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? <i>[Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.]</i></p> <p>County: housing, fairness in new housing Lack of things to do on the weekend, more vibrant. Task Force: having enough amenities. there are more things to do. Not just an afterthought. Lodging is a challenge. Other services parking and restaurants. Where does the funding come from? People to carry out ideas. Sustainability of efforts, like a trolley</p>
3	<p>How do you perceive the role of County Boards and Commissions in local government?</p> <p>County government has a big picture plan, room at the table for discussion. Task forces come up with ideas and then these are tempered by public and laws. Council has the power to make changes. Integral to get more input.</p>
4	<p>What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess?</p> <p>Listening, open-mindedness, think big picture and be a problem solver, take in information before acting, collaboration. I have a lot of these traits Being able to listen</p>
5	<p>What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve?</p> <p>Brainstorming is important, get ideas generated, and then try to winnow. Seeing what people bring to the table and make there is collaboration and buy in – feel empowered. Communication and listening</p>
6	<p>Have you served on any Boards, Commissions or Committees (not only County B&amp;Cs – but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure?</p> <p>Community Center Board – member and treasurer – presentation to Yellowstone NP Leadership Team. Library project, fitness room. Worked together with a small board and communicate to leadership. 2017-2021, brainstorming and identifying workable ideas. Liked to be involved in that kind of work.</p>
7	<p>Are you familiar with the County Charter and County Code as they apply to the Board you are applying for?</p> <p>I have not read those documents</p>

8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity?  Yes, what kinds of training?
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board?  No
10	Currently, a few boards or commissions are “live streaming” their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you’re applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve?  No
11	<i>[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]</i>  N/A
12	Do you have any questions for the interview panel?  How many members? How are the meetings run?

Notes:

# LOS ALAMOS

## County Manager's Office BOARD & COMMISSION INTERVIEW QUESTIONS

Jennifer Armstrong  
Applicant's Name

Tourism Implementation Task Force  
Board or Commission

David Jolly  
Interviewer Name

Tue, Mar 7, 2023, 9:30 AM  
Date/Time of Interview

Interview Conducted:  
X ZOOM  
\_\_\_\_ Telephone

**NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.**

#	Question/Documented Response
1	Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission. <i>He tourism implementation task force, here for 1.5 years. Academic background. Husband is NPS. She's been involved w/ community service. including marketing, writing</i>
2	What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? [Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.] <i>Still learning Los Alamos. Ammanhis car visitors. LA is not a destination. Parking, restaurants, infrastructure, Mesh w/ other county issues. Imagine. Where to find funding // Sustainability.</i>
3	How do you perceive the role of County Boards and Commissions in local government? <i>has my voice + y+c play a part. come up with ideas to develop further development. Communities get educate &amp; interest.</i>
4	What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess? <i>Look at my niche, willing to collect, into relevant commitment. See a collaborator. Likes, not before making a decision.</i>
5	What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve? <i>Brainstorming id. Then refine it down. What does everyone think to be better, interests + input taken in, communication + listening</i>
6	Have you served on any Boards, Commissions or Committees (not only County B&Cs – but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure? <i>Community Center Board - coordinate initiatives. 5 member board + volunteers.</i>
7	Are you familiar with the County Charter and County Code as they apply to the Board you are applying for? <i>Have not read those yet - will become familiar when she joins</i>
8	Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity? <i>Ask about what kinds.</i> <b>Yes.</b>
9	Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them.

board

to the

summit

	Is this a deterrent to your willingness to serve on this Board? <b>NO. Unhinged, the money keeping - Professionalism is important</b>
10	Currently, a few boards or commissions are "live streaming" their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you're applying for one of the boards currently streaming or if it becomes a requirement for all B&Cs to stream, is this - or will this - be a deterrent to your willingness to serve? <b>No.</b>
11	[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.] <b>One of 22 goals is related to tourism council. 14th Council approval of candidates done 28th. Decision on this.</b>
12	Do you have any questions for the interview panel? <b>- How many serve - 11</b> <b>7 appointed from public, 4 listening from LTAD, Tourism, Historic</b>

Notes: **Parks & Rec.**

- How do meetings run - **Voted to go quarterly. Allow time for workgroups.**

Qualities does a task once member needs to move - what gaps need to be filled.

Business  
Attractions  
Hospitality / Lodging.

} Every portion of community is important.



**County Manager's Office**  
**BOARD & COMMISSION INTERVIEW QUESTIONS**

Jennifer Armstrong  
Applicant's Name

Tourism Implementation Task Force  
Board or Commission

Kelly Stewart  
Interviewer Name

Tue, Mar 7, 2023, 9:30 AM  
Date/Time of Interview

Interview Conducted:  
  X   ZOOM  
       Telephone

***NOTE TO INTERVIEW PANEL: Please remember to use this interview as an opportunity to share Council's directives and guidance for B&C's.***

#	Question/Documented Response
1	<p>Please tell us a little about yourself and then describe your experience, education, and training that qualify you for this Board or Commission.</p> <p>Arrived in LA 18 mos. ago. Background in academia. Husband with NPS. Involved with travel and tourism activities at NPS sites in Colorado, North Carolina, Montana (Yellowstone). Served as chair of literacy and other quality of life Services at rec center, libraries to facilitate activities for gathering. Initiatives required organization and collaboration. Writing, editing, teaching background – know how to package, distill, and market stories for tourism.</p>
2	<p>What do you believe are the greatest issues facing the County? What do you believe are the greatest issues facing the Board/commission you applied for? <i>[Note to interview panel: If the answer to this question appears to be off base with Council's position, please explore a little more.]</i></p> <p>Need amenities and services to make LA a destination rather than an afterthought. Lodging is an issue. Need to attract a new hotel. Housing is a County issue. Needs to be a collaborative effort with the community. On weekends, the town empties out. Like the proposed Tourism Strategic Plan priority for trolley service on the week-End. Need to create vibrancy and amenities to make Los Alamos a place where locals stay and tourists visit. Is there community support for tourism priorities?</p>
3	<p>How do you perceive the role of County Boards and Commissions in local government?</p> <p>The county gov't has a big picture plan and the BCC's play a part and provide input. BCCs come up with ideas, perhaps, grand ideas, that may need to be tempered by laws, public opinion, and community buy-in. Important for BCCs to focus on project details and bring findings to Council as the governing body with the funding and power to make decisions and allocate the funding to make them happen. BCCs are integral to this process.</p>
4	<p>What specific skills do you feel are important for effective Board or Commission members? Which ones do you possess?</p> <p>Listening, open-mindedness, the ability to think big picture, and problem-solving. The ability to listen and take in info before jumping to conclusions. Collaboration. Good communication. Measured decisions. Those are skills and attributes that she possesses.</p>
5	<p>What could you do, specifically, to foster a collaborative relationship between staff and the Board or Commission on which you would like to serve?</p> <p>Brainstorming, large-scale, no holds barred discussion, then winnowing it and figuring out roles and responsibilities. Ensure collaboration through listening and communication.</p>

6	<p>Have you served on any Boards, Commissions or Committees (not only County B&amp;Cs – but also church groups, non-profit boards, school committees, etc.) within the last five years? What do you think was your greatest contribution during your tenure?</p> <p>Community center board. Served 1 year as treasurer and 3 years as chair. Contributions to Yellowstone Park leadership team. Focused on classes for kids and adults at the park and improving quality of life services for NPS. Proud to take the Initiative to work with a small board and draw in volunteers, communicate needs to leadership, and deliver projects that positively impacted people's lives.</p>
7	<p>Are you familiar with the County Charter and County Code as they apply to the Board you are applying for?</p> <p>No, but will.</p>
8	<p>Are you willing to take the time to attend training sessions to become more knowledgeable about your duties and responsibilities in an advisory capacity?</p> <p>Yes.</p>
9	<p>Are you aware that, as a member of a Los Alamos County Board or Commission, your written communications, including e-mails, are public records (even if produced on your personal computer), and as such are subject to the New Mexico Inspection of Public Records Act. If any of these public records are requested for review/inspection under the Act you may need to produce them. Is this a deterrent to your willingness to serve on this Board?</p> <p>Not a deterrent.</p>
10	<p>Currently, a few boards or commissions are “live streaming” their meetings (for example, the T-Board, Parks and Recreation Board, and the Planning and Zoning Commission.) In the future, this may be required of all boards. If you’re applying for one of the boards currently streaming or if it becomes a requirement for all B&amp;Cs to stream, is this - or will this - be a deterrent to your willingness to serve?</p> <p>No</p>
11	<p><i>[Interview panel: Ask questions you think necessary for clarification of the written answers this applicant provided as part of their application.]</i></p> <p>Councilor Ryti noted that Council’s 2023 Strategic Goals include one that specifically calls out tourism as a priority.</p>
12	<p>Do you have any questions for the interview panel?</p> <p>(J.Armstrong) How are public views encouraged and considered? (R.Ryti) Council is in charge of the budget. Council sets policy and funding guidance, then collaborates with County staff in detailed plans for implementation.</p> <p>(J.Armstrong) How do meetings run? (K.Stewart) Task force recently approved shift from monthly to quarterly meetings of the large group, In between, four work groups will meet as needed to make progress on the specific projects under the focus areas of “Visitor Experience,” “Communications,” “Special Events,” and “Data.”</p> <p>(J.Armstrong) What’s the culture? (D.Jolly) Very informal. Public in attendance are invited to participate. Work groups get into the details and provide options and recommendations to the Task Force, then LTAB and, possibly, Council. (K.Stewart) Seven members representing the tourism, hospitality, and retail industries are appointed by Council; there are also four liaisons from LTAB, Transportation, Parks &amp; Rec, and the Historic Preservation Board.</p>

Notes:

Revised 10/1/2014

## ATTACHMENT B

## **Jennifer Armstrong Letter of Interest for Appointment to the Tourism Implementation Task Force**

I am interested in serving on the Tourism Implementation Task Force as a private citizen whose background in communication and experience in tourism-related work could be a productive match for the task force's initiatives. Since leaving the Los Alamos Historical Society (LAHS) in February, I have been honing my grant-writing skills in hopes of engaging with and contributing to community projects through grants.

In my role as volunteer coordinator for LAHS, I recruited, trained, scheduled, supported, and celebrated museum docents and tour guides as well as volunteers in Archive and Collections. I also planned and co-hosted events, including volunteer-appreciation events. In addition, I wrote and edited content for the Society's quarterly magazine and other outlets. Most recently, I edited (with Sharon Snyder), the Los Alamos County Historic Walking Tour brochure for Leslie Bucklin. Although I left LAHS last month, I hope to continue the writing and editing I had begun on the County's new wayside signs.

Because of my husband's National Park Service career, I have found myself living in heavily touristed areas: the Outer Banks of North Carolina, Yellowstone National Park, and, now, Los Alamos. Each of these places is known for its "first" -- the Outer Banks for being first in flight, Yellowstone for being the first national park, and Los Alamos for developing the first atomic bomb. I'm very interested in how each place interprets this sense of "firstness" and distills it for visitors.

In North Carolina, I worked at Bodie Island Lighthouse on the Cape Hatteras National Seashore, where I provided frontline interpretation to visitors and sold lighthouse-climb tickets and offroad-vehicle permits for beach driving. I also wrote feature stories for a tourism publication, *Outer Banks This Week* (<https://outerbanksthisweek.com/articles/summer-farm>). In Yellowstone, I wrote educational content on the park's affiliated Native American tribes (<https://www.nps.gov/yell/learn/historyculture/the-tukudika-indians.htm>), recorded audio tours for the park's app, edited park publications, and led writing workshops for tourists. At the Los Alamos Historical Society, I relished communicating local history with a global impact, re-imagining visitor services, re-designing training materials, and collaborating on programming and events. I am particularly excited to see what this summer brings with the release of *Oppenheimer*.

If accepted to the Tourism Implementation Task Force, I would like to develop further the theme of Los Alamos as the gateway to three national parks, to market and communicate that theme, and to forge meaningful partnerships among county government, local businesses, and area nonprofits in service of that theme. I would also enjoy contributing to other projects focused on intentional leadership and partnerships.

**March 7, 2023**

**ATTACHMENT B**