

Goal	Top Action/Priority	Action Item	Responsible Party + Partners	Relative Cost	Funding Source	Timing	Status	Reasoning
1.1		Meet with NPS Superintendents to develop marketing strategies and coordinate efforts.	LAC, NPS, marketing contractor	Staff time	--	Quarterly	Continuous	County staff have ongoing dialogue with the NPS and how we can help support their tourism efforts through articles, highlighting events, etc.
1.1	x	Fund and implement the Los Alamos Brand Action Plan. Implementation includes infusing the brandline: "where discoveries are made" into marketing efforts.	LAC, brand implementation contractor	\$50,000	EDF	2018	Completed	The Brand Identity Style Guide was created and is still being used. It is currently on Version 7, last updated in 2019.
1.1		Commission the creation of a promotional video to showcase "where discoveries are made" including: outdoor recreation, history, and science activities and events in Los Alamos.	LAC, media contractor	\$30,000	LTR	2019	Continuous	Multiple promotional videos have been made over the years. These 15 videos can be found at <a href="https://www.youtube.com/@visitosalamos80">https://www.youtube.com/@visitosalamos80</a> and <a href="https://www.youtube.com/@losalamoscountymneconomicdev">https://www.youtube.com/@losalamoscountymneconomicdev</a> . With the 2025 NMTrue Grant, we will be making another video highlighting our outdoor recreation, history, and science activities. As a part of the NMTrue CoOp Grant in 2025 we will be creating another video.
1.1		Create a targeted marketing plan for attracting science enthusiasts to Los Alamos.	Marketing contractor or LAC	\$20,000	LTR	2020	Completed	This targeted plan included highlighting "Science is our Culture" in some of our promotional videos. Additionally, this included getting new video and photo assets to match. In addition, we have also highlighted science-focused attractions, such as the Bradbury Science Museum, Valles Caldera National Preserve, and Los Alamos Nature Center in our social media marketing and press releases. In addition, the "Oppenheimer" movie also helped put us more on the map with our science history.
1.1	x	Implement or contract work to improve the function and appeal of the visitosalamos.org website and social media platforms.	Marketing contractor or LAC	Staff time	LTR	2019	Completed	The website redesign went live in June 2024. Social media is continuously evolving but we are active on Facebook and Instagram, making plans each month for social media posts and utilizing stories.
1.1	x	Improve Los Alamos' presence within New Mexico True online opportunities by providing content and requested changes.	Marketing contractor or LAC	Staff time or contract	--	2018	Completed	Throughout the years, this has involved working with NMTrue to create articles and keep them up to date. Some of this is included with the grant package, while during the pandemic articles were created to help spread the word about tourism across the state. NMTrue works directly with Los Alamos County in efforts to promote tourism and ensure our list of events and businesses is up to date.
1.1	x	Implement New Mexico True branding and marketing opportunities and develop content to provide to the New Mexico Department of Tourism.	Marketing contractor or LAC	Staff time or contract	--	2019-2021	Continuous	Los Alamos County began participating in the NMTrue Partnership starting in 2019. This partnership continues to be active with yearly CoOp grants and other marketing and tourism initiatives.
1.1	x	Designate an "Atomic Trail" route and planned itinerary (starting at 109 East Palace in Santa Fe and terminating at Fuller Lodge, passing through other Los Alamos historic sites) to include on the New Mexico True website. Develop maps, imagery and descriptions to be used in marketing efforts. Refer to other NM trails in marketing packages	LAC, TWG, LAHS, NMT, marketing contractor	\$10,000	LTR	2019	Inactive	In a 2022 update to Council from the Tourism Implementation Task Force, it was noted that NMTD developed a New Mexico Science and Technology Trail, which includes museums and other experiences throughout the state, including Los Alamos' science-focused and Manhattan Project assets. It was noted in 2022 the Economic Development Division proposed to convene the asset/attraction members of the NM Science and Technology Trail at 2023 ScienceFest and work with the New Mexico Tourism Department to promote the trail. EDD also proposed to work with LACDC and other partners to promote the Atomic City Spy Tour and collaborate with partners in Santa Fe and Albuquerque to expand it to a statewide trail. In 2023 the Atomic City Spy Tour brochure was sunsetted, due to the materials being out of date, not maintained, and no longer available by LACDC. In 2023 the Atomic City Spy Tour was updated by Leslie Bucklin to become the Atomic Cities Spies resource brochure as an asset around the Oppenheimer movie release as a part of Project Oppenheimer. In addition, the History Museum offered an Espionage Tour to visitors for a time, but it is no longer offered.
1.1		Ensure good visibility with participation in Northern New Mexico Air Alliance.	LAC	\$50,000	EDF	2018	Inactive	As a part of this we were promoting Los Alamos through visual marketing in the airport and shared marketing on social media. These efforts were active approximately 2019-2020, as it was determined there were no longer deliverables that made the partnership viable.
1.1	x	Contact regional and national tour operators and travel agencies currently active in New Mexico to coordinate services to Los Alamos.	LAC or marketing contractor	Staff time	--	Quarterly	Continuous	This effort has been ongoing. Previously this task was incorporated into the scope of the County's contract with LACDC for Visitor Center Operations & Management, under "Event & Group Marketing" services. This is now a webpage that is often updated for what locations and options people have for catering in the community. Los Alamos County last met with regional guides in Spring 2025 and have reached out to some national operators with ideas of routes. We are currently waiting for the New Mexico Tourism Department to provide complete list of tour providers.
1.1		Ongoing contact with Santa Fe, Albuquerque and other regional hotel concierges.	LAC or marketing contractor	Staff time	--	Quarterly	Continuous	Discover Los Alamos sends out weekly emails as well as a weekend email to highlight events happening in the community each week. As of January 2025, there was an estimated 300+ people on the email distribution list. In addition, a distributor contract Discover Los Alamos has distributes Adventure Guides to these locations in the region.
1.1		Contact Heritage Hotel and Resorts, or similar boutique hotel family of properties, to create marketing partnership, encouraging day trips from their properties to Los Alamos area attractions.	LAC	Staff time	--	Quarterly	Inactive	Discussions were had with hotels in Santa Fe about creating a specific tour related to Atomic City history for a day trip. However, this never came to fruition. Barriers are unknown.
1.1		Encourage participation in Brand Action Plan Visitor Journey A2D training and provide promotional information at attractions and local businesses.	LAC, brand implementation contractor, hospitality industry	Included above	--	2018	Continuous	While we no longer use the A2D program, Discover Los Alamos' Ambassador Program continues to support these efforts. This program is a free training community members, businesses, and nonprofits can take advantage of to help better highlight our community.
1.1		Develop multi-day, themed packages for visitors to simplify their trip and combine discounts.	LAC or marketing contractor, hospitality and service industry	Staff time	--	2018	Continuous	The History & Science Brochure was created and distributed from 2020 - 2022. It was determined this brochure was unpopular, so it stopped being published. The Homestead Brochure was also created in 2020 and was pulled from distribution in 2024 due to being unpopular. We are working to update the interpretive signage for the Homesteaders, as the current signage was taken down due to aging. The Oppenheimer Film Tour was released as a part of Project Oppenheimer and continues to be published due to its popularity. We also offer highlights of what to do based on topic or number of days at <a href="https://www.visitosalamos.org/Plan-Your-Visit">https://www.visitosalamos.org/Plan-Your-Visit</a> . We are currently exploring any discounts hotels might be able to offer larger groups of visitors, such as senior centers, etc.
1.1		Change the focus of marketing material creation from print to online. Inventory all marketing and promotional collateral to ensure consistent look and message.	LAC or marketing contractor	Staff time	--	2018	Continuous	In 2020, the Los Alamos County Visitor Materials were updated to be a full suite of materials. The items were fully distributed in 2021 due to COVID-19. In 2023, the suite of items was a finalist for a New Mexico TopHAT Award. We now have over 22 kiosks in Los Alamos County and distribute Adventure Guides across the state and region. In 2025, all brochures have been reviewed and updated to ensure relevance and accuracy to help strengthen the support of local businesses. In addition, we also started expanding distribution of the Seasonal Activity Guides regionally to interested locations in 2024 in addition to offering it at booth events like Balloon Fiesta and the New Mexico State Fair. Aside from continuously reviewing what materials move the most, our brochures are also available at <a href="https://www.visitosalamos.org">visitosalamos.org</a> .

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1.1		Coordinate with attractions and shuttle bus services to show Los Alamos promotional videos.	LAC or marketing contractor, attractions	Staff time	--	2019	Continuous	In 2017 the County started running promotional videos on the Bandelier Buses and the Downtown Circular. This continued until approximately 2020, when the software and hardware required to run the videos became old and antiquated. The County Manager's Office is currently pursuing updated hardware and software to connect this to our existing digital signs and add this to four buses in 2025.
1.1		Market a "hotel packet" provided to hotels that includes a printed brochure/map of Los Alamos shopping and dining options.	Marketing contractor or LAC, Brand Action Plan Implementation	\$10,000	LTR or EDF	2019 with Quarterly Updates	Continuous	Through the help of Discover Los Alamos, we created a one page information sheet on dining hours. This is in addition to kiosks at our larger hotels in the County. For smaller bed and breakfasts, we work with them to determine what items from our suite they are interested in having for guests.
1.2		Determine a better location for the Los Alamos Visitor Center by evaluating the potential for sites to be utilized, and develop a conceptual design and management for the development or building renovation.	LAC	\$50,000	CIP Fund	2019	In Progress	The Tourism Implementation Task Force developed criteria to evaluate potential new Visitor Center Locations. More than 20 different locations were identified as possible locations and using criteria five locations were visited and scored. The Task Force recommended to Council the relocation of the Visitor Center to the Community Building. The Los Alamos Visitor Center moved to the Community Building on April 17, 2019. Consideration for a more permanent location is on hold until the Manhattan Project Era Dormitory renovation and relocation of the MAPR-LA Visitor Center is complete.
1.2	x	Relocate the Los Alamos Visitor Center to a place better associated with visitor arrival and attractions. Develop construction/renovation and interior design plans and complete construction.	LAC	\$500,000-\$2,000,000	General Fund	2020	In Progress	The Tourism Implementation Task Force developed criteria to evaluate potential new Visitor Center Locations. More than 20 different locations were identified as possible locations and using criteria five locations were visited and scored. The Task Force recommended to Council the relocation of the Visitor Center to the Community Building. The Los Alamos Visitor Center moved to the Community Building on April 17, 2019. Consideration for a more permanent location is on hold until the Manhattan Project Era Dormitory renovation and relocation of the MAPR-LA Visitor Center is complete.
1.2	x	Modernize the White Rock Visitor Center displays to be more interactive and experiential.	LAC	\$100,000	General Fund	2020	Completed	A refresh was completed to the White Rock Visitor Center in Spring 2024. This included updating the interpretive panels, photographic and informational displays, décor, facility signage, regional information, and space organization.
1.2	x	Provide additional restrooms and vendor space at the White Rock Visitor Center, along with picnic and outdoor play facilities. Sell refreshments and logo/souvenir items.	LAC	\$50,000	CIP Fund	2019	In Progress	Completed Phase 1 of the project with restrooms in 2025. Phase 2 with food truck pads is anticipated to begin in 2026. The County has not added an outdoor play facility or started selling items at the location.
1.2	x	Implement Fuller Lodge interpretation plan to enhance visitor experience.	LAC, LAHS	TBD	Possible Grants	2018	Continuous	Since the completion of the Fuller Lodge Interpretive Plan, the Los Alamos Historical Society worked with the County and MainStreet to fund and produce the following interpretive exhibits: Free-Standing Interpretive Signs, Hotel Room Exhibit, and Oppenheimer Film Production Assets in the Pajarito Room and Ante room. A digital sign was added to the lobby for promotion information about the community, including a walk-through video of the lodge. The Plan is under review to determine any outstanding tasks.
1.2		Expand Fuller Lodge hours and provide a clear point of contact for information to better meet visitor needs.	LAC	\$15,000	General Fund	2019	Completed	Fuller Lodge began opening seven days a week aside from County holidays in approximately 2023. In addition, staff are on-site and available during open hours. During weekends, the hours of staff members are limited.
1.2		Create an agreement to include the Los Alamos Scientific Laboratory National Historic Landmark District into the official boundaries of MPNHP.	LAC, NPS	Staff time	--	2018	Continuous	As a "Partnership Park," discussions have been had with NPS regional staff and the superintendent of the park. This likely will be reassessed upon the updating of the Manhattan Project Era Dormitory.
1.2		Share transit information with visitors and coordinate transfer at the White Rock Visitor Center from the Bandelier shuttle to Los Alamos bus services.	LAC, ACT, NPS	Staff time	--	2018	Continuous	A pilot project for weekend bus service between the White Rock Visitor Center and downtown Los Alamos was approved to begin in summer 2020, but due to COVID-19, this did not happen. Due to TSA imposing capacity constraints on public transportation nationwide, this reduced service and the ability to sustain an additional route. In summer 2021, TSA lifted capacity constraints in July, but it was too late in the season to hire and train employees to provide Bandelier Shuttle Services. Since the weekend service was tied to Bandelier Shuttle service, it too was suspended. ACT renewed a five-year cooperative agreement with Bandelier to provide Bandelier Shuttle services, 7 days a week, from mid-May to mid-October, as staffing allowed beginning in spring 2022. The agreement continued through summer 2024 with operations running only from the White Rock Visitor Center to Bandelier due to staffing. In 2025, the service was changed due to the needs of the National Park Service. Due to their limited staffing at Bandelier, it was determined the contract with ACT would only be for buses within Bandelier. As of 2025, the closest running shuttle to the White Rock Visitor Center is near Fire Station #3.
1.2		Increase capacity of the Bandelier shuttle to handle demand.	ACT, NPS	\$250,000	Federal Grants	2020	Continuous	Bandelier has a long-standing issue with limited parking and visitor access to Frijoles Canyon, which was first formally identified in 1977. During the Park's busy season, visitors would often experience long waits for a parking space in the canyon. When parking spaces filled up in Frijoles Canyon, entrance station staff would stop cars from entering the Park until parking spaces became available. During these times, long lines of traffic would form at the Park's entrance station and sometimes backup onto NM4. Traffic and parking conditions were exasperated from impacts from two wildfires in the area-the Cerro Grande and Las Conchas forest fires. Starting June 2012 through October 2016, NPS and Bandelier engaged in a partnership with the County, via Atomic City Transit, to provide emergency visitor shuttle service from White Rock to Frijoles Canyon. Based on results of the 2012-2016 Bandelier shuttle program, and in consideration of long-standing parking and traffic concerns for Bandelier, the Park engaged in a transportation workshop in July of 2015 to consider options for long-term visitor access into Frijoles Canyon and to the Park. Through this workshop, and a subsequent Environmental Analysis, a shuttle service from White Rock to Frijoles Canyon through a partnership with the County, was approved by the Chief Financial Officer and Associate Director, Park Planning, Facilities, and Lands of the National Park Service on March 22, 2016. In 2025 due to changes in funding from the National Park Service, the shuttle service was changed to only be offered from within the park through an agreement with NPS and Los Alamos County.
1.2	x	Explore the feasibility of, and grant opportunities for, expansion of Atomic City Transit service to provide weekend service.	LAC, ACT	Staff time	--	2019	Continuous	A pilot project for weekend bus service between the White Rock Visitor Center and downtown Los Alamos was approved to begin in summer 2020, but due to COVID-19, this did not happen. Due to TSA imposing capacity constraints on public transportation nationwide, this reduced service and the ability to sustain an additional route. In summer 2021, TSA lifted capacity constraints in July, but it was too late in the season to hire and train employees to provide Bandelier Shuttle Services. Since the weekend service was tied to Bandelier Shuttle service, it too was suspended. ACT renewed a five-year cooperative agreement with Bandelier to provide Bandelier Shuttle services, 7 days a week, from mid-May to mid-October, as staffing allowed beginning in spring 2022. The agreement continued through summer 2024 with operations running only from the White Rock Visitor Center to Bandelier due to staffing. In 2025, the service was changed due to the needs of the National Park Service. Due to their limited staffing at Bandelier, it was determined the contract with ACT would only be for buses within Bandelier. As of 2025, the closest running shuttle to the White Rock Visitor Center is near Fire Station #3.

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1.2		Improve bus connectivity and extend trips from the three National Parks to downtown Los Alamos, White Rock and nearby outdoor recreation areas.	LAC, NPS	\$50,000	EDF	2020	In Progress	In 2024 there were conversations based on a study Bandelier National Monument did with how we could better connect shuttle services throughout the county to help with the visitor experience. As of 2025, the study is still ongoing.
1.2	x	Fund and implement Wayfinding Plan Phase 1A for improved signage and visitor navigation.	LAC	\$225,800	General Fund	2018-2019	In Progress	All signs that were a part of Phase 1 should be posted by the end of Summer 2025. The signs are being installed by Los Alamos County Public Works.
1.2		Fund and implement Wayfinding Plan Phase 1B.	LAC	\$105,000	General Fund	2020-2021	In Progress	As of June 2025, we are working on determining a new kiosk design. In addition, we are looking at what parts of this might be able to be furnished in house vs. utilizing an outside vendor.
1.2		Create a walking tour app for downtown Los Alamos.	LAC	\$250,000	LTR	2019	In Progress	This is continuing to be explored. The County has had multiple conversations with other communities to see how they have used this and how effective the app was. This currently is on pause as we are trying to determine a potential audio component that might be added to the Los Alamos History Museum to ensure ADA compliance, as this could be a multipurpose effort with the County Manager's Office and Economic Development Division.
1.2		Improve visitor maps to highlight trails that best serve visitors, and provide connections to attractions and add information about the trails app.	LAC or marketing contractor	\$10,000	LTR	2019	Completed & Continuous	Themed maps for biking, hiking, historically significant, and family friendly trails throughout Los Alamos County were created in 2018 and 2019. These pamphlets continue to be used and are updated as needed. Large trailhead maps were completed and hung at all trailheads in 2023. The parks division is currently exploring updating their maps and brochures to improve visibility, ADA compliance, and industry best practices.
1.2		Provide a letter to NM DOT encouraging the paving completion of NM Highway 126 as part of the Jemez Mountain Trail National Scenic Byway.	LAC	Staff time	--	2018	Pending	This initiative has not yet been responded to due to prioritization of other projects within Los Alamos County.
2.1		Continue to identify desirable locations for future lodging development and promote these to encourage full-service lodging and boutique hotels to select Los Alamos.	LAC	Staff time	--	2018	Continuous	The Tourism Implementation Task Force submitted a letter to council recommending approval of a land grant to facilitate in the development of a conference center co-located with a full-service hotel under the Marriott brand, with a restaurant at the corner of 20th and Trinity. In 2022, the developer, TNJLA LLC notified the County that they weren't able to secure a financial guarantee for the project per the terms and deadlines set out in the County ordinance and associated sales agreement. On August 9, 2022, County Council Approved Ordinance NO. 718 to terminate the Economic Development Project for Public Support of TNJLA to construct the Marriott and conference center. In addition, after the owner of Pajarito Mountain Ski Area purchased the former Hilltop House in 2015 and the property sat vacant. In 2021, it was deemed a "menace to public comfort, health, peace and safety" and in violation of firecode. The owner was ordered to demolish and remove all materials from the property. In September 2021, per a "clean and lien" action, the County procured and executed the demolition and clean-up of the Hilltop House property before initiating legal action to collect reimbursement of the associated costs from the owner. This was completed. On April 17, 2024, the property was sold to Grand Mesa Partners 400 LLC and Town House Rental. In January 2025, the Planning and Zoning Commission approved the site plan for the "Guest House Hotel," which is owned by Grand Mesa Partners 400 LLC & Town House Rental. The County continues to explore all options that will result in the development of another hotel or hotel and conference center, however many of the available site are privately owned.
2.1	x	Continue to explore hotel development incentive options such as land donations, infrastructure investments, tax abatement and/or favorable financing to attract a developer to construct a full-service hotel in downtown Los Alamos.	LAC	Staff time	--	2018	In Progress	Los Alamos County has actively created and leveraged available programs to support the development of a full-service hotel downtown and additional infrastructure. Efforts include evaluating opportunities through the Local Economic Development Act (LEDA) and Retail LEDA programs, as well as creating Metropolitan Redevelopment Areas (MRAs). These programs provide options such as infrastructure improvements, gap financing, and public-private partnership support to make downtown investment more feasible and encourage hospitality projects that strengthen the local economy and visitor experience.
2.1		Prepare and coordinate design of a development package for each site to promote development opportunities, infrastructure and design expectations.	LAC	\$5,000	EDF	2019	Inactive	Previously, the Tourism Implementation Task Force submitted a letter to council recommending approval of a land grant to facilitate in the development of a conference center co-located with a full-service hotel under the Marriott brand, with a restaurant at the corner of 20th and Trinity. In 2022, the developer, TNJLA LLC notified the County that they weren't able to secure a financial guarantee for the project per the terms and deadlines set out in the County ordinance and associated sales agreement. On August 9, 2022, County Council Approved Los Alamos Code Ordinance NO. 718 to terminate the Economic Development Project for Public Support of TNJLA to construct the Marriott and conference center. This area is currently being considered for development for rental housing. However, as of 2025, new extended stay hotel rooms are included in the former Hilltop House Site, "The Guest House". Two other privately owned properties in the townsite downtown area are options for those looking to build a hotel in Los Alamos. LEDA and MRA for properties within the districts can also be considered for public incentives to develop additional hotel rooms.
2.1		Identify parcels for new RV parks in both Los Alamos and White Rock. Issue an RFP for an operator(s). Identify and facilitate a business to invest, develop and manage a new, high-quality, full-service RV Park for anticipated increase in tourism.	LAC, development and management partner	\$2,000	--	2019	In Progress	CMO, CDD, and CSD are actively looking at additional locations for RV parks, including service upgrades and improvements at Camp May. The County is also exploring the potential for working with park developer-operators, and a RFP/RFPQ will be issued when opportunities are identified.
2.1		Encourage UNM-LA to provide a Hospitality Institute with degree program, certificate and seminars.	UNM-LA	Staff time	--	2018	Pending	This initiative has not yet been responded to due to prioritization of other programs at UNM-LA related to fire programs, coding, etc.
2.2		Create an event fund and marketing support opportunities so event organizers can apply for grant assistance through an application process.	LAC, LA MainStreet Program	\$50,000	LTR	2020	Continuous	Prior to COVID-19, money was allocated for small project grants of up to \$1,000 to an event organizer in the Los Alamos MainStreet District. The County's budgeted \$10,000 per contract year for grants. This was done through an application and award process. In the latest contract with Los Alamos MainStreet, the County Attorney determined this support might be in violation of the anti-donation clause and therefore the program is no longer funded. While this funding is no longer in the Los Alamos MainStreet contract, Los Alamos MainStreet and LACDC continue to support initiatives throughout the district through partnerships and sponsorships.
2.2		Enhance ScienceFest by better defining its purpose, desired outcome and niche in attracting visitors.	Visitor services, LAC, LANL, LAMS, LACDC	Staff time	--	2018	Continuous	Post-pandemic the event pivoted to offer more events for every audience, not just children. This included a Co-Op Grant through New Mexico True to help impact more statewide visitation along with Discovery After Dark for adults. It was determined that while this event can be marketed throughout the state, we are more focused on locals and daytrippers for ScienceFest. Each year this event continues to evolve to help highlight and expand our reach of STEAM participants and growing the economic impact from the event. Communications are ongoing about a statewide initiative to better link the national laboratories to regional communities.

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2.2		Work with operator of Pajarito Mountain Ski Area (PMSA) to develop opportunities to expand year-round, on-mountain activities.	PMSA, LAC	Staff time	--	Ongoing	Continuous	We continue to work with General Manager Jasen Bellomy to discuss ways to help increase visitation to Pajarito Mountain. The Jemez Mountain Fire Protection Project has begun which will allow for snow making on the mountain during the winter months. In addition, the mountain offers lift-assisted mountain biking and hiking opportunities throughout the summer months.
2.2	x	Support and create events that last for longer periods of time, like "trail festivals", with a variety of events.	LAC, event providers, marketing	\$100,000	LTR	2020	Continuous	The County held discussions about a several potential events, but the infrastructure for camping and the availability of hotel rooms is not great enough to support many of these potential events. However, the New Mexico NICCA biking event has been held on Pajarito Mountain in recent years.
2.2		Assist endurance organization(s) with event hosting by providing marketing support with special event funding application.	LAC, partnerships	Staff time	LTR	Ongoing	Inactive	Nonprofits and special groups, including endurance organizations focused on running, cycling sports, etc., who can't support an event can often get their fees waived by Los Alamos County. This is usually related to closing streets, clean up, etc. Should GRT be increased, this concept is something LIAB could take on.
2.2		Explore opportunities to incentivize developing a multi-use event space that supports 300 people and accommodates meetings, community events and destination event space.	LAC, LACDC, private partnerships	\$20,000	EDF	2020	In Progress	In 2022, TNJLA LLC planned for the development of a hotel and conference center at the corner of 20th and Trinity, TNJLA LLC notified the County that they weren't able to secure a financial guarantee for the project per the terms and deadlines set out in the County Property Sale and Development Agreement (PSDA). On August 9, 2022, County Council Approved Ordinance NO. 718 to terminate the Economic Development Project for Public Support with TNJLA. However, the SALA Event Center has since opened and can host 100-200 person events in Los Alamos County.
3.1	0	Implement County plans for extensions, upgrades, and maintenance of existing and new trails that benefit visitors and local community members of all activity skill levels. Increase funding and staff to address all trail maintenance and improvement deficiencies.	LAC	TBD	TBD	Ongoing	In Progress	The County has completed ADA accessible trails like Kinnickinick and the Urban Trail. Bayo Canyon Equestrian Access was also completed through the Outdoor Recreation Plus Grant. Three staff positions were added to Trails and Open Space. An ADA audit and transition plan was created and completed in 2023 for all trailheads. The County is currently compiling all trail plans into a single Trails & Open Space Management Plan, with the draft currently out for review and public comment (July 2025).
3.1		Make improvements to Overlook Park, including facilities needed to host tournaments.	LAC	\$100,000	CIP Fund	2019	In Progress	Field renovations were completed for Hope Softball Field and Dara Jones Soccer Field. Spirio Soccer Field renovations are currently underway, which will make this facility better suited for events. As of end of July 2025 the artificial turf study is almost complete, which includes what the future might be in order to host sports tournaments at Overlook Park and North Mesa.
3.2		Ensure adherence to the Los Alamos County Downtown and Mixed-Use District Development Standards. Provide greater guidance and requirements for pedestrian environments, connectivity, streetscapes and landscaping.	LAC, Urban design consultant	\$75,000	General Fund	2019	Completed	The County considers this project completed with updates to the Chapter 16 downtown zoning standards and implementation of Metropolitan Redevelopment Areas. The County also anticipates starting an update to the County's Comprehensive Plan beginning in 2026.
3.2	x	Reduce blight in the downtown districts through targeted and responsive commercial property maintenance and implementation of the County's Code Enforcement Program.	LAC	Staff time	--	Ongoing	Continuous	The White Rock MRA was approved in October 2022. In September 2025, the East Downtown Los Alamos MRA was approved by council. These MRA Districts can help reduce blight through additional public and private reinvestment dollars.
3.2		Referencing the 2012 Los Alamos Downtown Sidewalk + Streetscape Assessment report, improve the appearance and function of Trinity Drive by participating with NMDOT in a streetscape improvement project. Maintain a connection between Trinity Drive to the Canyon Rim Trail.	LAC, NMDOT, design consultant	\$75,000	NMDOT and General Fund	2019	In Progress	As of September 2025, two projects are in the late stages of design and are scheduled to be advertised for construction bids in late 2025 for a construction start in 2026. The two projects are the Trinity Drive Safety Improvements Project from Knecht Street to Oppenheimer Drive, and the Canyon Rim Trail Extension, Phase 3A from Knecht Street to 15th Street, located on the south side of Trinity Drive. Both projects will enhance pedestrian and bicycle connectivity within the Los Alamos Downtown business district while also linking to the newly constructed Urban Trail north of Trinity Drive at 20th Street.
3.2	x	Continue to implement the MainStreet and Creative District events that draw visitors and provide additional activities that encourage extended stays. Continue to partner with local businesses and incentivize their participation in the MainStreet and Creative District.	LAC, MainStreet Program	\$50,000	State Grants and EDF	Ongoing	Continuous	Los Alamos County continues to work with Los Alamos MainStreet and Creative District to help support events like Halloween, ScienceFest, and WinterFest. These events not only benefit those that live here locally but also encourage people off the hill to come up for our events or the weekend to participate in various activities. ScienceFest added "Discovery After Dark" in 2023. In addition, Los Alamos County has updated their Historic Walking Tour signage that includes the Oppenheimer House and Manhattan Project Era Dormitory. In approximately 2023, Tuesdays at the Pond was moved to "Tuesdays at the Square" to better support the business community. Los Alamos MainStreet and Creative District is also heavily involved in the month of Arts & Humanities to curate a cultural celebration for art and history in our community in conjunction with the County and FLAC. In addition the groups work closely with the Chamber for Small Business Saturday to bring people from the region to the area for promotions. Los Alamos County, LACDC, and Los Alamos MainStreet and Creative District work in tandem with local events and activities to provide gift bags, shopping and dining information, and other community highlights to help grow the business community as events come into the area.
4.1	x	Improve approval, permitting, resources and assistance to community groups and organizers for events.	LAC, events management	Staff time	--	2019	Completed	The Temporary Use Permit and Special Event Permit templates were updated and a checklist was also created for events to help people better understand the process. The process continues to be updated as needed to simplify special event permitting. This effort was done in coordination with the Community Services Department, who also hosts many County events in the community. Multiple workshops were held in 2024 and 2025 to help explain how vendors can participate in these events.
4.1		Continue to participate in the State of New Mexico True Tourism marketing, promotion, programs and activities.	LAC, NMTD	Staff time	State Grant	Ongoing	Continuous	In May 2025, Los Alamos County accepted a FY2026 grant through the New Mexico Tourism Department Cooperative Grant program. This 2:1 match allows us to target and market to more of an audience than we would be able to do on our own. The County has worked with New Mexico Tourism Department through their grant program since 2019.
4.1	x	Expand specific strategies and action plans to increase partnerships with regional economic development entities (e.g., Santa Fe, Taos, Albuquerque, Angel Fire, Red River, Pueblos) to grow visits to Los Alamos.	LAC, and regional partners	Staff time	--	2018	Continuous	The County continues working with listed regional partners to have more prominent regional tourism. In addition, the County has partnered with other regional communities on various events to help promote regional tourism. We also distribute our Adventure Guides and Seasonal Activity Guides to these regional communities.
4.1		Expand efforts with LANL to partner more with community and visitor activities, events and services.	LAC, LANL	Staff time	--	Quarterly	Continuous	The Economic Development Division at Los Alamos County continues to meet often with LANL to identify opportunities for collaboration on various initiatives. This includes providing information about events for interns, working to connect potential vendors with LANL, and addressing other needs as they arise.
4.1		Plan for the Mid Central Rural Corridor, involving Sandoval and Bernalillo counties. Develop and coordinate regional tourism opportunities through this planning effort.	LAC, SET partnerships	Staff time	State Grant	Ongoing	Inactive	The SET plan was created and partially implemented. However, SET is no longer an active program.
4.1		Explore ways to partner and collaborate with the Northern Rio Grande Heritage Area (NRGHA) to enhance visitor experience and education of entire region.	LAC, NPS, NRGHA	Staff time	--	2018	Pending	We have continuous conversations with the organization but have not explored more ways to partner in developing cultural resource-based tourism opportunities

ATTACHMENT B

4.2	x	Transition to County Tourism Division, hire County Tourism Manager, structure new tourism contracts accordingly.	LAC	Staff time	--	2018-2019	Completed	The TIF researched and brainstormed a job description for the new position. Formal letters were sent from the TIF to Council recommending a County budget option to fund the Tourism Manager position and restructuring of the County Manager's Office to include a Tourism Division. A different path forward was determined by Council. Beginning in January 2022, all tourism activities became a focus of CDD's EDD. An economic development program manager was hired in 2022 to take on local business assistance responsibilities thus allowing the marketing specialist to focus efforts towards tourism management. This continues as of August 2025.
4.2	x	Transition the Tourism Work Group to form a Tourism Implementation Task Force.	LAC, TWG	Staff time	--	2018-2019	Completed	The Tourism Implementation Task Force was an ad hoc committee appointed by Council and was subject to biannual charter renewal. During its existence, the task force served as a subcommittee to LTAB. LTAB is mandated by state statute and County code to advise Council on the expenditure of Lodgers' Tax revenues for the purpose of attracting visitors. The Charter for the task force was revised in 2021 and was active until 2024, when the task force was absorbed back into LTAB.
4.2		Explore the creation of a Redevelopment Agency to implement redevelopment and beautification efforts.	LAC	Staff time	--	2019	Completed	The County has implemented Metropolitan Redevelopment Areas in both White Rock and Los Alamos. At this time, County Council will review and approve requests for MRA incentives.
4.3		Contract the creation of a visitor intercept interview survey instrument and methodology.	LAC, survey consultant	\$50,000	LTR	2018	Completed	In December 2023, a survey was launched and kiosks were installed at both the White Rock and Los Alamos Visitor Centers. The data collected includes information about where a visitor is from, what brought them to the area, and what attractions they plan to visit while in the area. In October 2025, we added an optional question to the survey for people to choose from a range of amounts as to how much they anticipate spending in the County on their visit.
4.3	x	Develop an agreement with attractions, hotels, merchants and event organizers for the collection of visitor information. Visitor data may be collected through electronic questionnaires, kiosks, online purchase records, or registration records. Standardize reporting methods.	LAC, key attractions, hotels, event organizers	\$50,000	LTR	2018	Continuous	The County, through LTAB and the Tourism Implementation Task Force, initiated efforts toward standardized visitor data collection. As of September 2025, the County has contracts with Placer.ai and Datafy. Currently, visitation numbers for specific attractions are collected for LTAB reporting, though the level of detail of the data varies among visitors. The County plans to explore opportunities to strengthen partnerships with attractions, hotels, merchants, and event organizers to expand and standardize the data collected.
4.3		Monitor and advocate for funding of NMTD. Continue to apply for New Mexico Tourism grants and seek additional state economic development grants.	LAC and partners	Staff time	--	Biannual	Continuous	In May 2025, Los Alamos County accepted a 2026 grant through the New Mexico Tourism Department Cooperative Grant program. This 2:1 match allows us to target and market to a broader audience than we would be able to do on our own. In addition, we have also encouraged our contractors apply for funding for their events in the county. Los Alamos MainStreet received a Coop Grant through NMTrue one year for ScienceFest, but it was determined that the campaign was not successful enough to continue.
4.3	x	Analyze and report visitor data to provide return on investment information.	LAC or survey consultant	Staff time	--	Biannual	Continuous	This effort is being completed by LACDC with monthly reports. In addition, we also currently utilize the program Datafy through the Tourism Marketing Services Contract. The County also collects data through Placer.ai.
4.3		Develop capital improvement budgets for tourism projects, prioritizing investments that provide the most value to residents and local businesses. Include ROI calculations.	LAC	Staff time	--	Annual	Continuous	Efforts include the White Rock Visitor Center restroom project, the Manhattan Project Era Dormitory, and the Wayfinding project. All of these efforts are still in progress.
4.3		Continue to monitor and advocate for funding of New Mexico Main Street Capital Outlay Grant program. Identify qualifying projects and partners for grant opportunities when they become available.	LAC, LA Main Street	Staff time	--	Biannual	In Progress	In 2025 a meeting was held with the State MainStreet Director to discuss potential Capital Outlay projects. This included discussion and approval of an Arts and Cultural Plan. In addition, there is a list of priorities for additional project(s) that could be considered. It was determined these projects are on hold until other projects currently in the pipeline are completed.
4.3	x	Adopt ordinance for Airbnb and VRBO rentals to include in Lodgers' Tax assessments.	LAC, Lodgers' Tax Advisory Board	Staff time	--	2018	In Progress	In response to letters of recommendation from the Tourism Implementation Task Force and the Lodgers' Tax Advisory Board during the FY22 budget process, CDD submitted a budget option to fund a Short-Term Rental (STR) Study. The initial RFP included both an assessment of Los Alamos' short-term rental market, as well as the financial infrastructure required to collect Lodgers' Tax revenues. Based on feedback during the solicitation process, CDD issued a new RFP without the financial piece which produced multiple proposals. A consultant was awarded the contract and work was expected to begin in fall 2022. As of 2025, the County has not adopted an ordinance regulating STRs.
4.3		Conduct visitor intercept interview surveys at local attractions to measure performance and help calibrate marketing efforts and visitor services.	LAC, volunteers (NPS friends groups) or survey consultant, attraction contractors	\$20,000	LTR	Biannual	Continuous	In 2023, the County added Visitor Center Survey Kiosks for data collection on visitors to provide insights about what their age, where they are from, and brought them to Los Alamos. In 2025, there is not a plan to add more kiosks to individual attractions, as we currently have additional data collecting programs like Datafy and Placer.ai.