



# Agenda

DATE 8/29/13 TIME 11:09a

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## OCCUPANCY TAX ADVISORY BOARD

September 3, 2013

8:30 a.m.

## CITY HALL COUNCIL CHAMBERS

Revised Agenda  
August 27, 2013

8:30 a.m.

### Regular Meeting

#### I. Procedures:

- a. Call to Order

8:35 a.m.

#### II. Actions:

- a. Approval of Agenda
- b. Approval of Minutes, Grant Review Panel: June 3, 2013
- c. Approval of Global Running Culture, Inc., Grant Funding: —Jim Luttjohann
- d. Approval of Minutes: June 27, 2013

8:45 a.m.

#### III Reports:

- a. Parallel Studios Final Grant Report— Frank Ragano
- b. Lodger's Tax update - David Tapia

9:15 a.m.

#### IV CVB Activity Reports:

- a. Jim Luttjohann – SFCVB Executive Director
- b. Christine Madden – SFCVB Sales
- c. Cynthia Delgado – SFCVB Marketing

#### V. Meeting Schedule:

The next regularly scheduled meeting will be held on September 26, 2013 at 8:30 a.m. in the City Hall Council Chambers.

10:00 a.m.

### Adjournment

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6520, five (5) working days prior to meeting date.

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**September 3, 2013**

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**MINUTES OF THE  
CITY OF SANTA FÉ  
OCCUPANCY TAX ADVISORY BOARD  
September 3, 2013**

**I. PROCEDURES**

**A. CALL TO ORDER**

A regular meeting of the Occupancy Tax Advisory Board was called to order on June 27, 2013, at approximately 8:30 a.m. by Miguel Castillo, Chair at the City Council Chambers, City Hall, Santa Fé, New Mexico. Mr. Castillo apologized that he would have to leave very soon to get to a meeting at Fort Marcy.

Roll indicated the presence of a quorum for conducting official business as follows:

**MEMBERS PRESENT:**

Miguel Castillo, Chair  
Mary Bonney  
Jon Hendry  
Paul Margetson

**MEMBERS ABSENT:**

Terrell White

**STAFF PRESENT:**

Jim Luttjohann, Executive Director, CVB  
Christine Madden, CVB Sales Director  
Cynthia Delgado, CVB Marketing Director  
Cyndi Catanach, CVB Staff

**OTHERS PRESENT:**

Carl Boaz, Stenographer

**NOTE: All items in the Committee packets for all agenda items are incorporated herewith by reference. The original Committee packet is on file at the City Clerk's Office.**

**II. ACTIONS**

**A. APPROVAL OF AGENDA**

**Ms. Bonney moved to approve the agenda as published. Mr. Margetson seconded the motion and it passed by unanimous voice vote.**

**B. APPROVAL OF MINUTES: Grant Review Panel, June 3, 2013**

Mr. Margetson asked what was wrong with those minutes.

Mr. Luttjohann explained the minutes were not available at the last meeting. He also had a report related to those minutes and then the regular board minutes.

**Ms. Bonney moved to approve the minutes of the Grant Review Panel on June 3, 2013 as presented. Mr. Hendry seconded the motion and it passed by unanimous voice vote.**

#### **C. APPROVAL OF GLOBAL RUNNING CULTURE, INC. GRANT FUNDING – Jim Luttjohann**

Mr. Luttjohann said the report was in the board packets and he would speak to some of it. He included what he believed to be the correct recommendation. His report had recorded \$25,000 as the grant to global running Culture, Inc. but the panel's recommendation was actually for \$15,000. So he needed to point out that difference. If the Board did nothing, they would proceed with the \$25,000 grant or else take the panel recommendation. In conversation with the City Clerk and the City Attorney, and the imminent event of the race he needed to point out that difference. He reported there were still residual funds available and he apologized for his error on that part. He recommended leaving it at \$25,000.

Mr. Hendry understood the panel said \$15,000 so it was a greater grant than the panel recommended.

Mr. Luttjohann agreed and after they received the award letter, they purchased advertising for more than \$15,000 and thus was a matter of reliance.

Mr. Margetson asked if there was any down side. He asked if they were running out of money for next year.

Mr. Luttjohann said they still had close to \$40,000 and they had reopened it for bids, accepting proposals this week. Everything else including the residual balance would carry forward because he did the math based on the \$25,000 award.

Mr. Luttjohann clarified that if the Board left it alone, they did not need to take any action.

Mr. Hendry said he was not suggesting to change it with the race two weeks away. He thought it would be better to actually vote to give them the money. He said they would just be aware next time to follow the direction for the panel. Chair Castillo agreed.

**Mr. Hendry moved that the award to Global Culture Running be \$25,000.**

Mr. Hendry felt they should look at performance more. OTAB kept giving them the same amount each year. They should just keep that in mind.

**Mr. Margetson seconded the motion and it passed by unanimous voice vote.**

#### **D. APPROVAL OF MINUTES: June 27, 2013**

**Ms. Bonney moved to approve the minutes of June 27, 2013 as presented. Mr. Hendry seconded the motion and it passed by unanimous voice vote.**

Chair Castillo left the meeting and Ms. Bonney chaired the rest of the meeting.

### **III. REPORTS**

#### **A. PARALLEL STUDIOS FINAL GRANT REPORT – Frank Ragano**

Mr. Ragano thanked the Board for the funding they were about to receive. The Festival this year was a great success. Visitors were up close to 5,000 this year. Regarding the advertising they did exactly what they said they would do in proposal. They used the \$22,000 to purchase social media ads and regional ads with a few full page magazine ads (which he listed). They had a full-page ad in Juxtapose, the largest art magazine in the country.

Right now for next year their focus was to reduce print advertising and focus more on social media. They were paying a local company called Anagram to completely redo their web site to state of the art.

Last year we spent \$20,000 on social media and other advertising and this year they invested \$30-35,000.

Visitors came and attended the show. Since they were free events, they didn't sell tickets so they tried to get visitors to sign in on an I-pad with where they came from. It was difficult. They also had hand written sign-ins.

They were now in conversation with company in Cerrillos called IDEUM, to entertain visitors as they sign in. They would have a touch table that IDEUM manufactured so they could hit their city on a global map to indicate where they came from and a little window would pop up so they could type in their information.

Mr. Hendry said he saw that technology at a museum. The Visitor Center, especially on the Plaza, should use it. If you come in through Facebook you immediately set up that Facebook link. He was glad to hear the way they were using it.

Mr. Ragano said IDEUM was the company and it had a multi-touch so more than one person could be involved.

Mr. Hendry thought the airport could use one for where passengers originally came from, not just where the airplane came from.

Mr. Ragano said the company would design it for what you want.

Mr. Ragano said regarding attendance that approximately 12% of New Mexico visitors came from outside Santa Fé (600). 21% came from outside NM or US (1,047) and 3,343 came from Santa Fé.

He didn't know how many hotel rooms were used. All they could say was that they had 10 rooms that were taken for visitors to the event and 36 artists came in for the show of which 7 were locals. For the Studio it was a great thing because SFAUD allowed them to use their dorm rooms. Of the 36 who came in, even if they put them up they were still shopping here. OTAB was investing in future possibilities with Parallel Studios. He thought the event would continue growing.

Next year they believed more and more city people would become involved, IAIA and several galleries. Every year they get more and more. They were in talks with Bob Martin and they were looking at scheduling at the Lensic for two weeks but only if they had the right performers for the Lensic.

They were also connected with the Pojoaque Gallery (Tower) with Roxanne as a satellite. Her daughter Rose was going to curate that. This was becoming more and more a city-wide event. They could tell from the correspondence and talking with artists from other country. The buzz was out there and the people who came were spreading the word. It was emerging but not super stars.

Next year they planned to partner with a show in Albuquerque in June - at 516 on Central with the Latin American New Media Festival and at the Hispanic Cultural Center. It would open the week before Currents and it was very convenient using the Rail runner on both ends.

Mr. Margetson asked when they had scheduled for next year.

Mr. Ragano said it would be June 13-29.

Mr. Hendry loved the idea of involving Albuquerque. This international space was what they should be in. He would like to see this become huge and they needed to look beyond the traditional structure. He loved the re-mike thing. They didn't take art to the southern part of town but the part of town deserved it because they generate significant GRT there.

He'd had discussions about more agreements with places like Santa Fé Studios and the old Golondrinas. Los Alamos should also grab onto it.

Mr. Ragano said Los Alamos had been good to Parallel Studios.

Mr. Hendry noted that the Santa Fé Collaborative meeting was today at 1:30 and the topic was regional opportunity.

Mr. Ragano agreed with the Board and the more partners who get involved, the more it would grow. They have no staff, mostly volunteers. People have ideas and they share them and come to Parallel and get it incorporated. The partnership with the Lensic was a big jump. They were up for anything in partnering with others. They were not raising money for any of those involved but doing marketing for all of it.

He added that where there was empty retail space they'd like to have video projections going on.

## **B. LODGER'S TAX UPDATE – David Tapia**

Mr. Tapia was not present.

Mr. Margetson said they had no numbers.

Ms. Catanach agreed to email the report to the members.

Mr. Luttjohann recalled that he provided the information for July. It showed a decline since it was less than a full month of July and collection was still going on.

Mr. Hendry said Mr. Tapia should want this to be in the public record.

Mr. Margetson said he had challenged Mr. Krasnow (New Mexican reporter) about his numbers on hotel occupancy and the dollar amount that was reported. He had reported that GRT was down but Lodger's Tax was up 6.7%. Mr. Margetson assured the board those numbers were not correct. So he wanted to get the correct numbers from Mr. Tapia.

Ms. Madden said the arrears were paid in April 2013. But she didn't think it was from the previous year.

Mr. Hendry asked that Mr. Luttjohann get the Finance Director to get Mr. Tapia to the meeting so the Board could get answers to their questions.

Ms. Catanach went to get Mr. Tapia so his report was tabled.

## **IV. CVB ACTIVITY REPORTS:**

### **A. SFCVB EXECUTIVE DIRECTOR REPORT – Jim Luttjohann**

Mr. Luttjohann said he had lots of meetings with the Finance Director, the City Manager and one councilor about use of Lodgers' Taxes and what other cities were doing. They were setting up new report matrices for that.

Ms. Catanach handed out copies of the GRT report.

Mr. Luttjohann said the Global Trading was once called the Asia Committee. And under it they placed an op-ed piece in the paper.

There were several more focus group meetings at the Convention Center.

He said he had intended to have a handout on sports tourism to put in the email packet but didn't get them included. The Sports Tourism Committee liked some Canadian models and would try to emulate them.

Sometime this fall he would have a stakeholders' meeting for schools and parks, etc. for where they have critical mass. They've had meetings at the Airport for that focus group and discovered ways to improve visitor experience at the airport and for future marketing programs.

Mr. Hendry asked if Francey Jesson could be invited to a meeting soon and introduce herself. She was the new airport manager. Mr. Luttjohann agreed.

Mr. Luttjohann said the main topic of the Transit Advisory Board was the relocation of the Santa Fé Trails transit center from Santa Fé Place across Cerrillos Road near the Police Station. That was in early planning stage.

They were meeting with Ski Santa Fé to try to get transit service to the ski area for visitors.

Mr. Margetson asked why they couldn't do it this year.

Mr. Luttjohann said it was because they didn't get a key stakeholder to the meeting (the NCRTD). They might have vehicles not in use during the peak ski season whereas Santa Fé Trails would be fully operational at that time. And those buses might be too large to operate on the mountain, as well. His worry was more just the time line to make it happen by ski season.

Mr. Margetson thought they still had time.

Mr. Luttjohann announced they had Steve Trujillo on board at the Convention Center as the new Operations Manager. He was doing a good job with staff and had lots of facility maintenance going on during the down times. He came from the State Land Office and was doing a bang-up job.

The strategic update didn't get in the packet and intended to bring it to the meeting but he couldn't get it printed this morning. It was over 60 pages and he would email it out. He asked board members to please look at the matrix starting on page 40. That was the quick drill down for the exercise thus far. The management team would go through it for numeric measurements. They were still working through it.

Mr. Luttjohann announced that OTAB grant proposals were due by September 6.

Vice Chair Bonney asked how they advertised the grants.

Mr. Luttjohann said they used regional media and posted it on the web site.

Mr. Hendry asked where the advertising RFP was.

Mr. Luttjohann said Ms. Delgado would report that.



## **B. LODGER'S TAX UPDATE – David Tapia**

Mr. Tapia arrived and the Board went back to his report.

Mr. Tapia said the report was the July cash flow for June. They were at a 13% decline but he expected they would meet the \$8 million goal.

The City received bulk payments in July and August. Last year at that time it was a 26% gain. But they were at an increase over the last 3 years.

For the month of August it looked like they would meet goals and exceed August's revenue from last year. He would be running totals later on today.

Vice Chair Bonney referred to the second column and asked if that showed a 91% loss.

Mr. Tapia said that was for the 2009-2010 year - the worst they had in the recession. They had started digging it out. It has taken about four years to regain it.

Mr. Margetson thought Mr. Tapia had already reported they caught up in July. He asked if there was another time when they had caught up.

Mr. Tapia said in January they did. Some hotels liked to hold onto their payment until the City took legal action. They were now trying for a 3 month status rather than a 6 month status. The City put liens on their property and charged a 10% surcharge on the taxes owed.

Mr. Margetson asked who they were.

Mr. Tapia said it was the usual suspects. They sent out letters and got one for 4-5 months' worth and expecting 3 more months.

Mr. Margetson asked if he was allowed to tell the Board who they were.

Mr. Tapia said Garrett's Desert Inn was the main culprit.

Mr. Margetson said they were in foreclosure so there were legal actions there already.

Mr. Hendry asked Mr. Tapia to just make sure the City gets its share.

Mr. Tapia said there were a couple of smaller hotels but the high profile hotels have caught up. The amounts of arrears were in the hundreds of thousands from the high profile places at that time but smaller ones were about \$5,000. What came in from last year he estimated to be \$125,000.

Mr. Tapia added that if all the hotels had stayed current it would be a steady increase in revenues for each month.

Mr. Margetson thanked Mr. Tapia for his report.

## **B. SFCVB SALES REPORT – Christine Madden**

Ms. Madden said the numbers speak for themselves in her report as of June 30 and were up 25% confirmed bookings over last year. 28,000 room nights were already confirmed out of the over 40,000 booked.

They met recently and the travel schedule for the 2014 calendar year was about to be developed. There was a cry that the CVB no longer attended trade shows but concentrated on FAM trips and blitzes instead with a cocktail party. She thought they were making progress but slowing down a little because they were one person short in the sales department. She had a job posted with closing in mid-September. So probably by October would be fully staffed. The Executive Meeting Manager was in the budget at one point and funds got chipped away. It was still an approved position and they would need to hire that person as well in order to keep prospecting and closing sales.

The second focus group on Group Sales met and she had minutes attached. There were 4 topics. The first was relationships with airlines serving Santa Fé and Albuquerque. There was an interest to pursue those again for discounted tickets for their CVB's travel as they brought in FAMs and promote and develop the relationship for group discounts. She wanted to identify the person to go to with each of them. Besides a 10% discount there was nothing else offered. She wanted to have city officials go to the airlines to benefit that effort.

There was concern with shuttle service from airport to hotels. Half the time the driver has been discourteous with dirty vans and with delays. Especially at night, there was no way to get a passenger into town. She said there were other problems too, including no information person at the Sun Port to help travelers get to Santa Fé. So she wanted to dialog with city officials and those shuttle providers who were private companies.

They discussed CVB business going to Buffalo Thunder. Most of the lost business was due to transportation and lack of free transfers from the Sun Port to Santa Fé. Buffalo Thunder does not provide free shuttle service from Santa Fé Airport. Her attachment to her report was the actual schedule to Buffalo Thunder on the web. It was rather vague and had misspellings.

The next step would be to have the PRC address the transportation issue.

Mr. Margetson asked if the only transportation company was Sandia.

Ms. Madden said it wasn't. There were Road Runner, Twin Hearts, Taos Shuttle and Sandia. Taos was very limited but would drop off in Santa Fé.

Mr. Hendry said the service should coordinate with the train. The bus system was clean and efficient. There was no reason why we couldn't do that from the airport. This was a concern for the city. It doesn't seem that hard to run the city bus a little further on to the airport.

Ms. Madden said the question was to decide what the best approach would be from this group.

Mr. Margetson asked- who was giving this feedback.

Ms. Madden said it was some meeting planners and hotels in the focus group meeting.

Ms. Madden said regarding social media enhancement - a great deal of input and excitement about the not original idea but one that was lacking. They started gathering testimonials of people talking while involved in an event or meeting planners who just completed a great meeting or a FAM trip. We've talked about that for awhile to put on the web site with live interviews.

Mr. Hendry said studies show there is 12-15% more emphasis put on bad reviews than good ones. So he advised them to be careful with sharing reviews.

Ms. Madden understood but a number of meeting planners offered to give testimonials.

Mr. Hendry said that was a little different than allowing people to post their own on the web site.

Ms. Madden discussed lost business from not repeating, bad weather, board preferences, conflicting dates, seasonality, no night life and other reasons. There was always talk about what was new in Santa Fé. She would like to get facts regarding who met on week days and who met on weekends. The Bandstand alone didn't do it. She shared other concerns that were addressed.

Mr. Margetson wanted to restrict the Plaza in the evening to pedestrian traffic only. He suggested 6 pm on. They had motorbikes going through to destroy the ambiance.

Mr. Margetson asked why the City wasn't filing the vacancies.

Mr. Luttjohann said they had approval in the last budget cycle for two additional sales positions but he was advised not to fill one vacancy for financial constraints. But he thought they could now fund it.

Mr. Margetson asked when they lost the last one.

Ms. Madden said it was August 6 to the Inn at Loretto.

Mr. Margetson knew it took three months to get one and asked why they couldn't fill them faster.

Mr. Luttjohann acknowledged the HR process was not the fastest. The posting for this one came much quicker.

Mr. Hendry thought it should have been an emergency hire.

Mr. Luttjohann said emergency hires required a recommendation as well as ER-90 to do that.

Mr. Hendry said they should never have vacant sales position. It was not a high value for the City. It makes no sense with sales people.

Mr. Margetson noted the report says "no history reading" but 5 years ago they had software issues. He asked if their software was working or not.

Ms. Madden said it was not working. She and Mr. Luttjohann had been through this with Pace reports and couldn't get them done except with hand written accounting. It sucks new bookings back to the original date. There was no way to freeze it in time for an absolute status.

Mr. Luttjohann added that they were currently awaiting a fix called an enhanced report that he believed would address all of it. What was wrong was the way information was first put in. It gets tainted by the misinformation. It was a constant revision and other day he thought they were getting close to a fix. A new account representative seems to be smart. But he was giving different advice from the previous one.

Mr. Margetson said it was wonderful to have all of these confirmed bookings on the books but unless they went through it line by line, they would know how far ahead they were. To have 37,000 room nights on the books was wonderful but that might be ten years out. They didn't know how far out those numbers covered. Staff couldn't tell him how much of the bookings was for the next 12 months.

Ms. Madden agreed to send him something by email.

Mr. Margetson said the Board needed to know if they were getting better or just treading water.

Mr. Hendry said Commissioner Dan Mayfield wasn't aware of any separation of the County in marketing. He thought they operated as one entity. Obviously the County was fascinated by Buffalo Thunder. The County maintained the roads and paved the roads right to the doorstep of the competitor. There were a series of issues with them, not just around Lodgers' Tax.

Ms. Madden wasn't aware of any cooperative efforts happening. Buffalo Thunder was in direct competition with CVB and had more meeting space than the CVB did. We have debt service and must fill it. It would be foolish to talk about the competition.

Mr. Luttjohann said staff had been called upon to build further inroads to partner with the County on all fronts. Ms. Delgado has had the greatest success there and could report on that progress but CVB had not done any with group sales.

Mr. Margetson said CVB sent out leads to Bishops Lodge and Four Seasons so the CVB was cooperating for the County. Technically, the CVB shouldn't be doing that since the County didn't give the City a dollar of their money to support the staff.

Ms. Madden agreed that was the issue.

Mr. Luttjohann said he and the City Manager had discussed this. At one of the Round Tables discussed the need for the conversations to be government to government. He agreed to make it a priority.

### **C. SFCVB MARKETING REPORT – Cynthia Delgado**

Ms. Delgado provided the CVB Marketing report for June and July. She said she had a Green chili cheeseburger meeting at 9:00 and chefs coming in at 10:00 so she would be brief.

She included in the packet the second quarter 2013 results focusing on the web site, the airport and PR efforts. She gave the highlights. The web site has seen increased traffic. She sent over a million e-blasts with a 12.9% open rate. Regarding the media, she attached the 2012 desk side report that broke out who they met with, follow up, and result. She was doing that for 2013 as well.

CVB was awarded \$2,500 from the State Tourism coop grant program for the Green Chile Cheeseburger Smack Down. They got \$10,000 for Recipe for Adventure (culinary destinations) and a little money for Winter Wonderland to bridge slow season.

The Destination Marketing Work Group met on June 16<sup>th</sup> and reviewed the 2013 marketing plan. The next was scheduled for September 18 at 3 p.m. and it would focus on low season marketing including CVB and businesses. CVB supported the Santa Fé Bandstand convention and visitors. The CVB social media advertising RFP went out last week and they have a 30-day window to get submit proposals. She was pulling the evaluation committee together as well and would go through that process in the next two months with a goal to present the recommendation to the Council in October.

Mr. Hendry asked if there was anyone addressing the issue of social justice in tourism - providing good jobs and fair wages. Tourism wasn't just about filling hotel beds.

Ms. Delgado said she would be open to his recommendations. They haven't filled the evaluation committee yet. What they knew about sustainable tourism was doing it for locals and that impacted the visitor in a bigger way.

Mr. Hendry related that there was once a committee set up for that and all of the members were opposed to the living wage but 71 % of the City was in favor.

Ms. Delgado reported regarding the Denver trip that when she got in front of the editors and created the relationship CVB was seeing a great increase in coverage.

In the Denver area, although people knew about Santa Fé, they didn't know about all the activities going on.

She would be attending a Chicago desk side and looking at 8-10 placements in the Chicago area. She hoped they could leverage that.

Mr. Hendry said there were no pictures of Santa Fé in the Denver airport.

Ms. Delgado explained that the New Mexico advertising was very much outdoor advertising.

Mr. Hendry said the research didn't point to outdoors. That was for Colorado and Utah.

Ms. Delgado said they brought that up many times. They felt people conceived of New Mexico as a desert so they wanted to focus on green and water. She was focusing on culture, history, art and people tell us that's why they come here.

Mr. Margetson left the meeting at 10:00.

Ms. Delgado said it became very apparent to her that culinary, art and music was vibrant year-round.

Mr. Hendry said he had trust in the staff and wanted to see them drive the message. The State agency was the agency who had the contact with the visitors.

Ms. Delgado said having the marketing director be here at the CVB has changed the model. Before, the advertising agency didn't have that guiding network. Hopefully they would keep her for a while.

Ms. Delgado said for the Travel Planner was starting to get advertising. The Green Chile Cheeseburger Smack Down has been very successful so far and they could do so much more next year. The judges would come in on Thursday including the Food Editor from Food and Wine, a critic from the San Francisco Chronicle and one from the Dallas Morning News to judge this. The Journal would give us coverage and we bought air time on KOB. They were getting great reviews.

She reported the finished the Social Media Campaign for "Best of the Roads." Santa Fé was not going to be one of the winners so CVB focused on travel and leisure. They just finished the dream contest and got increased Pinturest followers. She was also working their Facebook and blog. They were not looking at real time commenting on their web site but looking at curated testimony.

They finished the radio advertising in Phoenix and saw a big jump in web site traffic.

She said all of their advertising was contained on [www.sf.org](http://www.sf.org) along with all of their PR and all of the articles where Santa Fé was mentioned.

She clarified that CVB did get money from the County. \$5,000 was provided last year and she was requesting another \$5,000 this year. She didn't work with Buffalo Thunder but did with Bishops Lodge and Four Seasons. Having Four Seasons as a press partner was huge. They were highly regarded by the press and they shared their press leads with CVB. They've even shared them with other hotels. So they were working from a county perspective and that was Russ's role as well.

Mr. Hendry thought \$5,000 was low and thought they got a lot more than \$300,000 revenue annually.

## **V. MEETING SCHEDULE:**

The next regularly scheduled meeting would be held on September 26, 2013 at 8:30 a.m. in the City

Hall Council Chambers.

## VI. ADJOURNMENT

Having completed the agenda and with no further business to be considered, the meeting was adjourned at 10:14 a.m.

Approved by:

  
Miguel Castillo, Chair

Submitted by:

  
Carl Boaz, Stenographer