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**SANTA FE COUNTY**  
**LODGERS' TAX ADVISORY BOARD**  
**MEETING**  
December 17, 2015

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**MINUTES OF THE**  
**SANTA FE COUNTY**  
**LODGERS' TAX ADVISORY BOARD**

**December 17, 2015**

The regular meeting of the Santa Fe County Lodgers' Tax Advisory Board was called to order at 10:30 a.m. on the above date by Chairman, John Berkenfield at the Santa Fe County Bokum Building, Finance Conference Room, 2<sup>nd</sup> Floor, 102 Grant Avenue, Santa Fe, New Mexico.

Roll call indicated the presence of a quorum as follows:

**Board Members Present**

John Berkenfield, Chairman  
Karen Brown  
Florence Jaramillo  
Mary Johnson  
Rich Verruni

**Board Members Absent**

None

**Staff Present**

Tony Flores, Santa Fe Deputy County Manager  
David Griscom, Santa Fe County Economic Development Division Director  
Carole Jaramillo, Santa Fe County Finance Director  
Lisa Katonak, Santa Fe County Manager's office  
Kristine Mihelcic, Santa Fe County Communications Coordinator

**Others Present**

Roger Alinke, Director of New Mexico Wildlife Association  
Florence Ruth Brown, visitor and former Chair of Board  
David Hayduk, HK Advertising  
Clarissa Lovato, Elevate Media  
Wendy Forbes, HK Advertising  
Randy Randall, Executive Director of Tourism Santa Fe  
Jo Ann G. Valdez, Stenographer

**APPROVAL OF THE AGENDA**

• **Amendments**

Item VIII-A (Santa Fe County Finance Report) was moved down on the agenda.  
Announcements were also moved down on the agenda.

- **Tabled or Withdrawn items**

Chairman Berkenfield said the only item that was tabled at the last meeting was the post-event report from Joseph Karnes of the Global Running Culture for the Santa Fe Thunder Half Marathon that was held on September 20, 2015. He asked Ms. Katonak if she has heard anything from Joseph Karnes and is he going to report to the Board in 2016.

Ms. Katonak said yes, he should be able to report back to the Board in 2016.

Chairman Berkenfield explained that the applicant did not signify an amount when they initially filled out the paperwork for the funding request. The Board approved their funding request contingent upon a review from the County Legal department. Ms. Katonak noted that this is presently being dealt with.

**Florence Jaramillo made a motion to approve the agenda as amended. Mary Johnson seconded the motion. The motion passed unanimously by voice vote.**

#### **APPROVAL OF MINUTES: October 29, 2015**

The following change was made to the Minutes of the October 29, 2015 meeting:

Page 12, 3<sup>rd</sup> paragraph from the bottom was changed to read: "*Florence Jaramillo asked the Advertising Agency if they had any kind of budget...*"

**Florence Jaramillo made a motion to approve the Minutes of the October 29, 2015 meeting as amended. Karen Brown seconded the motion. The motion passed unanimously by voice vote.**

#### **OLD BUSINESS**

- **Post-Event Report from Roger Alinke, Director of New Mexico Wildlife Association (Wildlife West) for the 13<sup>th</sup> Annual Edgewood Music Festival held July 24-26, 2015**

(Copies of the post-event report from Roger Alinke, Director of New Mexico Wildlife Association were distributed in the Board Members' packets.)

Chairman Berkenfield introduced Roger Alinke noting that the Board provided \$4,000 for the 13<sup>th</sup> Annual Edgewood Music Festival that was held from July 24 to July 26, 2015.

Mr. Alinke presented the post-event report as follows:

- They had over 1000 attendees at the 13<sup>th</sup> Annual Edgewood Music Festival. Attendees came from approximately 10 different states.
- Edgewood's Dry Campground had about 30 campers that utilized their facility.

- They promoted Santa Fe as a destination in their brochure racks and are hoping to improve this and have more Santa Fe County lodging and attractions in their packets for next year's festival.
- They are adding another day for next year's festival to have attendees come to their kick-off Chuck Wagon show.
- Next year's marketing strategy includes more social media and they will target states like Colorado, Texas and Arizona to bring in out of town visitors.

Chairman Berkenfield asked how the LTAB funding was spent.

Mr. Alinke said they spent some on radio and HK Advertising created the marketing for Santa Fe County. Copies of these ads are included in the Board Members' packets, which also includes a copy of the radio ad that HK Advertising did.

Chairman Berkenfield asked if these were 15 second spots.

Mr. Hayduk said no, they were 30 second spots.

Chairman Berkenfield asked if they did an exit survey on the visitors.

Mr. Alinke said no, they did not do a survey but they talked to some of their attendees.

Chairman Berkenfield suggested that they start with doing a zip-code analysis so they will know where their visitors are coming from.

Florence Jaramillo asked Mr. Alinke if they received funding from the City, and if so, how much.

Mr. Alinke said they received \$4,000 from the City and Moriarty gave them some lodgers' tax funding. They also received funding from the New Mexico Tourism Department and New Mexico Arts.

Chairman Berkenfield asked if there were any more questions for Mr. Alinke and there were none.

## **NEW BUSINESS**

### **Presentation by Mr. Randy Randall, Executive Director of Tourism Santa Fe regarding Tourism Santa Fe and the City of Santa Fe Occupancy Tax Advisory Board and its Role**

Chairman Berkenfield introduced Randy Randall, the Executive Director of Tourism Santa Fe noting that the County has asked him to talk to the Board about Tourism Santa Fe and

the City of Santa Fe Occupancy Task Advisory Board and its role.

Mr. Randall said he has been involved with Tourism Santa Fe for approximately two years. He said one of the first things they did was creating an ex-officio position on the Board for David Griscom to serve on the City's Occupancy Tax Board. They did this so there would be a good relationship between the City and the County and Mr. Griscom would be aware of what they are doing, from an economic development standpoint and what the City was doing from the visitor's standpoint. They also wanted to get input from Mr. Griscom on what the County was doing in terms of the visitor's standpoint.

Mr. Randall reported that the City had a very good month in October and lodgers' tax were up \$120,000 over the previous year, when compared to the same month of the prior year. The City's year-to-date lodgers' tax collections were up \$137,000 from the previous fiscal year. The total in lodgers' tax collections for the year were \$9.2 million.

Mr. Randall said the City allows him to budget \$9 million of the \$9.2 million and some of it is available to use for advertising and marketing. He noted that he has a staff of 20 people who work with him on marketing and sales effort for the City and this is inclusive of the County, to include all the County lodging facilities, events and attractions that happen in the County. He said the City spends about \$1.2 million in advertising, which includes the advertising agency fees. He said their public relations efforts this year will generate about a \$25 million earned media value and this is up from \$10 million from last year with no additional expenditure of funding.

Mr. Randall explained that seven points of the lodgers' tax monies goes towards the Convention Center, of which five points goes to Tourism Santa Fe and two points goes towards the debt service of the Convention Center.

Mr. Randall mentioned that they have one individual who is dedicated to the social media function. He said they also operate a website that has over 1.2 million visitors a year.

He said they operate three visitor centers in the City and they include brochures of the County attractions at the centers.

Mr. Randall said he and Mr. Griscom are working on a Memorandum of Agreement between the County and the City where they will combine the website efforts and have only one website for Santa Fe. He said it is confusing to have two and there could be budget savings for the County to do this. He would like to see a closer working relationship with the County and have a joint marketing effort, which he feels will benefit everyone.

Mr. Randall noted that OTAB has a budget of \$70,000 for a grant fund that can be made available for events. They recently had their funding cycle review for grants and there were five applicants this year. Two of them did not qualify for funding because they were only single-day events. They awarded \$25,000 out of the \$70,000.

Mr. Randall said they added film to be one of their pillars that they will use to promote

Santa Fe. They think film is a very important component for both the City and the County. There will be a "Greater Santa Fe" film office that will be opening in Santa Fe; however, the City has not made a decision whether they will be supporting this effort, or whether they will be doing something different through its own economic development department.

Mr. Randall concluded his presentation noting that he is excited to be here and is hoping to meet with LTAB on a regular basis. He asked if there were any questions.

Florence Jaramillo asked how the City is doing in renting out the Convention Center to big groups who bring a lot of business to the County properties.

Mr. Randall said he sees the Convention Center as a tool and one way to bring visitors to Santa Fe. He said the sales effort in the past five years has been less than well done and they have changed sales personnel, and have added sales personnel. They now have four sales members. He noted that they did about 195 leads that were distributed to the hotels and they have a total of 30,000 room nights in future bookings, which is up 25,000 room nights from the previous year.

Florence Jaramillo asked what is going to happen with the Santa Fe Airport because many people complain that they have to go all the way to Albuquerque. She asked if there is any way to improve the Santa Fe Airport.

Mr. Randall said he does not work with the Airport specifically but he too is concerned about it. He noted that they lost one flight this year – the Los Angeles flight. He said there are a couple of things being done: there is a capital campaign moving forward to make the Airport more usable and they hired a new Airport Manager but he is not here yet. He mentioned that there is a Memorandum of Understanding that will be executed between the City and the County that is presently being reviewed by the City's legal department. This will fund a support effort to determine how they can better market the Santa Fe Airport. This will also be a regional effort - the City is working with Taos Ski Valley to change the Airport to be a gateway airport for northern New Mexico.

Mr. Verruni asked how Mr. Randall sees the City's budget deficit affecting his department efforts.

Mr. Randall said City Council is committed to honoring the rules of the lodgers' tax and not use any funds that are generated through lodgers' tax to deal with the financial problems that the City has in balancing the budget. In fact, they are supporting the efforts that he is making with the short-term rentals and the funding that the City is losing with regards to short-term rentals.

Chairman Berkenfield thanked Mr. Randall for attending the meeting and said he is welcome to stay for the remainder of the meeting.

## ADVERTISING AGENCY

### **A. Advertising Agency Report - HK Advertising by David Hayduk**

Mr. Hayduk said they have done a lot of work since the last meeting. They have created and built a strategic plan and have submitted it to the County Manager's office for review and approval. They have reviewed it and approved it.

Mr. Hayduk said the key fact that they know is that they are looking for the adventurous traveler who craves authentic experiences. He said New Mexico is the destination that feeds the soul. Based upon this premise, their target profile is the adventurous spirit/person who is looking for that vacation that feeds their soul and adventurous piece. He said this is what the New Mexico True campaign is doing and this is what guides them as they take a look at their target profile.

Mr. Hayduk said according to the Travel Channel, a big trend now is to "*bring the entire family along for an unforgettable adventure.*" But families today aren't interested in the travel of days gone by, like parking yourself on a beach for a passive vacation. They want shared experiences where they can interact with nature and local culture, to learn something while having fun.

He said they're looking for the unique "excitement of a location and to "see and do" new things. He said this is where Santa Fe County comes into play. By sharing the countless moving and memorable experiences available across the County, HK Advertising will create a brand message that will resonate emotionally with exactly what leisure travelers want. At the same time, they will support the individual attractions found only in Santa Fe County.

Mr. Hayduk said travelers will come to understand that Santa Fe County offers extraordinary, unforgettable experiences unlike any place else in the United States. Santa Fe County embodies the traveler's aspirations at the crossroads of ancient cultures and modern adventure. He said the Native American tradition along with the living history of the southwest, plus world-class art and the outdoors all come together in a vast, majestic landscape brimming with outdoor fun and adventure. A visit to Santa Fe County creates powerful memories that will last a lifetime.

Mr. Hayduk reported on their creative strategy noting that a powerful brand campaign is already underway: New Mexico True. He said this State-funded initiative has grown steadily over the last several years, and now includes \$8.6 million of marketing "muscle" behind it. HK Advertising will leverage the reach and awareness of this campaign to "grab" attention for the unique and engaging tourism assets found only in Santa Fe County.

He said what Santa Fe County has to offer embodies the spirit of adventure and creative experience. Whether it's visiting a Pueblo to witness ancient traditions or attending the world premiere of an opera; trekking to that special place; devouring our phenomenal cuisine or visiting the area's agricultural and wine-making industry; strolling through important historical and archeological sites or biking on miles of spectacular mountain trails. He said the message will be concise and visually compelling: there is a powerful connection between the visitors,

the land, culture and adventure in Santa Fe County.

Mr. Hayduk said while there are plenty of reasons why visitors should come here, nothing beats word-of-mouth for credibility. He said according to a 2014 study conducted by Ogilvy/Google, 74% of consumers identify word-of-mouth as a key influencer in their purchasing decision. So how better to describe the powerful experiences gained by visiting Santa Fe County than through the words of well-known travelers?

Mr. Hayduk said HK Advertising will match the eloquent descriptions of this unforgettable land voiced by authors, artists, poets and celebrities with the unique assets found in Santa Fe County. Rather than paid testimonials, there are genuine, heart-felt comments describing soul-stirring experiences in very persuasive ways. The message is clear. Santa Fe County is a place with “vistas and beauty beyond belief. To see, taste and experience everything we offer, evokes a True feeling of adventure steeped in culture.”

Mr. Hayduk explained that the city of Santa Fe is known worldwide as a must-see travel destination. Its mystique, like nowhere else, finds home in majestic high-desert mountains vistas, sun struck adobe, Native America Pueblos, Spanish colonial traditions, and a new creative-frontier in the Old West. He said the “true” Santa Fe is Santa Fe County.

Mr. Hayduk quoted some words of well-known travelers and famous tourists who were “enthralled” by the majestic surroundings that changed them, renewed them or gave their “spirits breathing room”. He said you might mistake this for a testimonial campaign, but this is not about ‘endorsements’. In reality, it’s a word-of-mouth campaign. Well-known, well-respected people simply describe their unforgettable impression of Santa Fe County and its effect on them. He said given the caliber of famous tourists who have visited over the years, their enthusiasm is all the more convincing. He said perhaps what’s most unique about this campaign is simply that it offers truth in advertising: What people saw, felt and recorded is a matter of fact. Additional advantages of this campaign are obvious, it has: simplicity, visual impact without being cliché, sincere emotion and flexibility to be adapted to use locally, regionally, and nationally.

Mr. Hayduk said they are in the process now of creating imagery and the imagery has to be truly uniquely Santa Fe County. He said Clarissa Lovato can report on how the media strategy will be set up.

Ms. Lovato said the media strategy consists of four-themed advertising campaigns that will complement the Santa Fe County message and it is based on seasonality. In year one, they are going to kick it off by starting a digital and print focus, which will feature outdoor activities like skiing and spa. The spring campaign will feature outdoor recreation and cuisine. In year two, the fall campaign will feature fairs/festivals and events that will be going on at that time. Winter 2016/2017 they will feature skiing and spa again and in spring of 2017, they will feature outdoor recreation and cuisine again. In year three, they will repeat the same activities in the spring, fall and winter seasons.

Ms. Lovato explained that the audience targets will consist of primarily Millennials and



Generation Xers and secondarily, the Baby Boom travelers. She noted that a recent study done by Virtuoso (Travel Industry's Leading Travel Network) showed that there are more Millennials than Generation Xers and Baby Boomers. She said Millennials love to travel and love customized and unique experiences. They also enjoy group trips with friends. Millennials are building their careers and cannot take much time off from work, so they're more likely to book trips within North America. Before and after booking a trip, Millennials do a lot of online research and they want information right away. They rely on their smartphones. On average, Millennials spend \$527 a day on a vacation. Santa Fe County is able to target this market by promoting its message via mobile and tablet devices. The Millennial market will enjoy all of the outdoor adventure and activities Santa Fe County has to offer, such as snowboarding, fly fishing, mountain biking and food and beer festivals.

Ms. Lovato said Generation Xers are more of a family group and family life shapes the travel preferences for them. Generation Xers spend an average of \$627 per day on vacation. They are more likely to book travel online or on a mobile device.

Ms. Lovato said we definitely want to attract the Baby Boomers because they usually have the money to travel. As Boomers transition into retirement, travel ranks among their top activities. On average, they spend \$522 a day while traveling. 84% of baby boomers have purchased travel online and 72% have researched travel through online travel agencies.

She said they are looking at marketing to the above geo-targets within the following markets: Dallas, Texas, Tucson and Phoenix, Arizona, Denver and Colorado Springs, Colorado, Los Angeles and San Diego, California, Tulsa and Oklahoma City, Oklahoma; and Albuquerque and Las Cruces, New Mexico.

Ms. Lovato said in the initial year, they will focus on utilizing 80% of the media budget to digital media advertising within regional markets and during specific outline seasons of the year. She said advertising will drive visitor traffic to the website that will help to continue building a viable travel database for consistent newsletter marketing throughout the year. They will allocate the remaining 20% of the media budget to regional Vacation and Travel Guides and they will look for opportunities to participate in appropriate marketing/advertising efforts that help to emphasize the message of travel within Santa Fe County while maximizing limited Santa Fe County budgets.

Ms. Hayduk asked Wendy Forbes to give an update on the social media.

Ms. Forbes said since the last Board meeting, they switched out the imagery on the website from mountain biking to skiing. They will start doing some Facebook advertising starting in January 2016 and have budgeted approximately \$200 a month to do this. She thinks they will start to see an increase in the Facebook likes. There are presently 242 fans on Facebook, a little over 200 fans on Instagram and 160 fans on Twitter.

Ms. Forbes said the other update is that she has met with Cynthia Delgado at the City of Santa Fe and they talked about some social media strategies. She also met with Four Seasons Resort and they are excited to partner with them. They are open to providing some quarterly

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social media giveaways (rooms) and possibly doing some social media contests.

Mr. Hayduk added that they will be meeting with other partners within the County to ask them if they are interested also.

Mr. Verruni said he thinks this approach is great because he likes the adventure focus because everything of adventure happens in the County. He is also happy to hear that they have included Oklahoma as one of the target markets because he has seen that many people come from Oklahoma, and it does not always come up as the top four market to target.

Mr. Verruni asked the Advertising Agency to consider efforts during the shoulder season because that is important to businesses. Businesses need to also make revenue during the shoulder months.

Ms. Brown said one of the reasons she joined the Board is because they have a RV park and not a hotel; therefore their accommodations are different from some of the others. She said they are seeing a lot of their customers who have children that are home-schooled. There is the younger generation that the Advertising Agency spoke about and there is an opportunity for education there. There is a lot of history here that they can take part of and she has seen a lot of people here for that reason. Biking and hiking are also things that people are interested in.

Ms. Brown mentioned that SF Skies RV Park gets a lot of visitors from Oregon, Illinois and Minnesota. She said it is time now to market these areas given the lower gas prices. She wanted to make sure that the big RV market is also recognized.

#### **FINANCIAL REPORT** (Moved down on the agenda)

- **Santa Fe County Finance Division-Lodgers' Tax Financial Report**

(Copies of the *FY2016 Lodgers' Tax Receipts* report; *FY2015 Lodgers' Tax Receipts* report; *the Lodgers Tax Receipts Year over Year Comparisons* report; the *Santa Fe County Lodgers' Tax Receipts Analysis FY2010-2016* and the *Lodgers' Tax FY15 vs. FY16 by Lodging Facility* report were included in the Financial Report and were distributed in the Board Members' packets.)

Carole Jaramillo reviewed the Lodgers' Tax Receipts Analysis Report through November 2015 noting the total collections for November were \$38,730.74, compared to \$26,294.80 from the same month in the previous year. The year-to-date total is \$228,315.56. She said per the request from the Board at the last meeting, she provided last year's Lodgers' Tax Receipts Analysis Report for comparison.

Carole Jaramillo distributed and reviewed the Facility Fund (214) report through November 30, 2015 identifying the beginning cash balance of \$920,595.63; total lodgers' tax receipts reported of \$86,373.50; expenditures of \$37,958.70 for FY'15 Advertising Contract; \$4,207.44 for FY'16 Advertising Contract, outstanding encumbrances in the amount of \$109,065.59 (\$108,292.56 for FY'16 Advertising Contract; \$773.03 for FY'15 Advertising Contract), leaving an anticipated cash balance of \$855,737.40.

Carole Jaramillo distributed and reviewed the Advertising Fund (215) report through November 30, 2015, identifying the beginning cash balance of \$932,302.13; total lodgers' tax receipts reported of \$143,588.83; expenditures of \$63,264.54 for FY'15 Advertising Contract; \$14,126.94 for FY'16 Advertising Contract; \$12,500.00 for FY'15 Commitments and Other Fees (\$5,000 for El Rancho de Las Golondrinas Wine Festival 7/4-5/15; \$4,000 for NM Wildlife Association Edgewood Art and Musical Festival 7/24-7/26/15 and \$3,500 for El Rancho de Las Golondrinas Spring Festival 6/6-7/15); \$15,500 for FY'16 Commitments and other Fees (\$3,500 for El Rancho de Los Golondrinas Fiesta de los Ninos 8/29-8/30/15; \$8,000 for El Rancho de los Golondrinas Renaissance Fair 9/19-9/20/15 and \$4,000 for El Rancho de los Golondrinas Harvest Festival 10/3-10/4/2015); \$907.74 for FY'16 Reporting and Recording; outstanding encumbrances in the amount of \$185,628.77 (\$1,592.26 for FY'16 Reporting & Recording; \$173,373.06.00 for FY'16 Advertising Contract; \$2,621.71 for FY'15 Advertising Contract; \$4,541.74 for FY'15 Commitments & Other Fees (\$4,441.74 for City of Santa Fe Joint Press Tour; and \$100.00 for St. Vincent Hospital Foundation SF Century/Bike & Brew and \$3,500 for El Rancho de los Golondrinas Summer Festival & Wild West Adventures 8/1-8/2/2015), leaving an anticipated cash balance of \$783,962.97.

Carole Jaramillo briefly reviewed the *Lodgers' Tax Advertising Fund FY2016 Budget Status Report* and the *Lodgers' Tax Facility Fund 2016 Budget Status Report* as of November 30, 2015.

Chairman Berkenfield asked if there were any questions for Carole Jaramillo and there were none.

#### ANNOUNCEMENTS (Moved down on the agenda)

Chairman Berkenfield announced that he will be tendering his resignation as Chairman of the Board effective today. He thanked the Board Members and the Stenographer for the great work they have done for the County. He said it has been a pleasure to work with everyone.

Mr. Flores also thanked the Board Members for their participation on the Board. He said unfortunately, his call for current Board Members to submit their letters of interest and packet, only one existing Board Member chose to submit his letter of interest and packet.

Florence Jaramillo and Karen Brown are also tendering their resignations effective as of today. This will be their last meeting.

Mr. Flores said he will be taking staff's recommendations for Board Members for the Lodgers Tax Advisory Board to the Board of County Commissioners at their January 12, 2016 meeting.

Chairman Berkenfield said since this is the last meeting as the Board's current configuration, he would like to go back and report on the quantifiable and measurable objectives that the Board had established for themselves. He reported on the lodgers' tax collections; collective occupancy rates; website user sessions; website inquiries and advertising

inquiries from 2007 to 2014. In summary, lodgers' tax collections in 2007 were \$383,000 and \$426,000 in 2014. (Please see Exhibit "A" for the specifics.)

Chairman Berkenfield said the end result is that the Board has accomplished a lot and he is very proud of what they have accomplished.

Chairman Berkenfield encouraged the County, in working with the Advertising Agency, to establish quantitative and measurable goals because without that they really do not know how they are doing.

### ADMINISTRATIVE

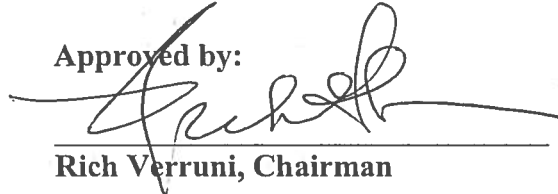
#### **Next meeting date and location**

The next meeting was not scheduled at this point in time.

### ADJOURNMENT

Having no further business to discuss, the meeting was adjourned at 12:05 p.m.

Approved by:



Rich Verruni, Chairman

Respectively submitted by:

*Jo Ann G. Valdez*, Stenographer

COUNTY OF SANTA FE	)	LODGERS TAX MINUTES
STATE OF NEW MEXICO	) ss	PAGES: 12

I Hereby Certify That This Instrument Was Filed for  
Record On The 21ST Day Of March, 2016 at 10:47:02 AM  
And Was Duly Recorded as Instrument # 1789152  
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office  
Geraldine Salazar  
Deputy *Veronica Duran* County Clerk, Santa Fe, NM

