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SANTA FE COUNTY
LODGERS' TAX ADVISORY BOARD
MEETING
February 12, 2016

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MINUTES OF THE
SANTA FE COUNTY
LODGERS' TAX ADVISORY BOARD
February 12, 2016

The regular meeting of the Santa Fe County Lodgers' Tax Advisory Board was called to order at 9:40 a.m. on the above date by Rich Verruni, Chair at the Santa Fe County Administration Building, Legal Conference Room, 2nd Floor, Santa Fe, New Mexico.

Roll call indicated the presence of a quorum as follows:

Board Members Present

Rich Verruni, Chair
Meredith Macfarlane, Vice Chair
Katherine Fox Ehlert
Laura Hudman
Thomas A. Romero

Board Members Absent

None

Staff Present

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

Others Present

Cynthia Delgado, Tourism Santa Fe
Wendy Forbes, HK Advertising
David Hayduk, HK Advertising
Clarissa Lovato, HK Advertising
Randy Randall, Executive Director of Tourism Santa Fe
Jo Ann G. Valdez, Stenographer

APPROVAL OF THE AGENDA

- Amendments
- Tabled or Withdrawn items

Ms. Hudman made a motion to approve the agenda. Ms. Macfarlane seconded the motion. The motion passed unanimously by voice vote.

ANNOUNCEMENTS

Tony Flores welcomed the new Board Members. He introduced the County staff members who will be assisting the Board. He noted that the County Manager's office took over the administrative oversight of the Board recently when there was a staffing change in another department.

APPROVAL OF MINUTES: December 17, 2015

Lisa Katonak made the following change to the Minutes of the December 17, 2015 meeting:

Page 10, 6th paragraph, Karen Brown did not tender her resignation, she let her term expire on December 31, 2015.

Ms. Hudman made a motion to approve the Minutes of the December 17, 2015 meeting as amended. Ms. Macfarlane seconded the motion. The motion passed unanimously by voice vote.

NEW BUSINESS

A. Introduction of New Board Members

Rich Verruni asked the new Board Members to introduce themselves and say a little bit about themselves.

Each Member introduced themselves and provided a brief history of their respective backgrounds.

B. Election of Chair and Vice Chair (Action Item)

Rich Verruni asked if anyone is interested in serving as Chair or nominating someone to serve as Chair.

Ms. Hudman moved to recommend Rich Verruni to serve as Chair. Mr. Romero seconded the motion. The motion passed unanimously by voice vote.

Rich Verruni accepted the nomination.

Ms. Macfarlane volunteered to serve as Vice Chair.

Ms. Hudman moved that Meredith Macfarlane serve as Vice Chair. Ms. Ehlert seconded the motion. The motion passed unanimously by voice vote.

C. Overview of Lodgers Tax Advisory Board Responsibilities

Mr. Flores recognized Cynthia Delgado and Randy Randall from Tourism Santa Fe and the Convention Visitors' Bureau of the City of Santa Fe. He noted that they will be attending the Board meetings regularly and David Griscom will be attending their Occupancy Tax Advisory Board meetings regularly as an ex-officio member.

Mr. Flores referred to the Ordinance that established the Board (*Ordinance No. 1999-10*). Copies were included in the Board Members' packets. Ordinance No. 1999-10 repealed and replaced the original Ordinance (*Ordinance No. 1991-15*), which was established in 1991 by Santa Fe County. The County dovetailed on the State statute on the establishment of the Lodgers' Tax Advisory Board.

Mr. Flores said the responsibilities of the Lodgers' Tax Advisory Board (LTAB) are set by State statute and quantified by Santa Fe County. He feels that this Ordinance is antiquated and outdated in some respects and suggested that the new Board Members take a look at it and what LTAB does when they do their 2016 Work Plan. He asked that the new Board Members provide staff with direction after they review the Ordinance.

Mr. Flores said the important part of this Ordinance is on page 5, under Section 5, which is the *Use of Tax Proceeds*. He explained that Santa Fe County, as well as the City of Santa Fe, collects tax from the lodging establishments and those funds come into to those government entities in which that entity was occupied. 50% of the proceeds from this money is used for the purpose of advertising, publicizing or promoting tourist attractions in Santa Fe County, as well as the County Fairgrounds, exposition buildings, field houses, auditoriums, welcome centers, tourist information centers, museums and performing art facilities. The remaining 50% of the proceeds of the lodgers'/occupancy tax is used to improve Santa Fe County facilities that would attract tourists – to advertise, publicize and promote those facilities.

Mr. Flores said Santa Fe County contracts with an advertising firm to prepare the message and theme to promote and advertise Santa Fe County attractions and events. This year the County contracted with HK Advertising.

Mr. Flores said the primary role of LTAB is to be the "arm" for the Board of County Commissioners. He said LTAB will be the voice for them when it comes to these activities. He said per Ordinance, LTAB is required to make recommendations to the Board of County Commissioners on the expenditure of the lodgers' tax proceeds and should also prepare reports for the Board of County Commissioners.

Mr. Flores said this does not diminish, lessen or remove any of the oversight and recommendations of financial contractual matters that this Board has. He wants the Board to be engaged in the process in directing tourist-related activities that are funded by lodgers' tax proceeds.

Mr. Flores asked if there were any questions.

Questions:

Ms. Ehlert asked if there was a listing of all of the County facilities that goes under Section 5 of the Ordinance.

Mr. Flores said yes, there is only one on the list – the Santa Fe County Fairgrounds.

Ms. Ehlert asked if there was any reason why they don't have anything else. She asked if there are any existing facilities that the County is not supporting.

Mr. Flores said the County does not own museums or tourist facilities like the Santa Fe Opera. The only facility that the County actually has oversight control of is the Fairgrounds.

Ms. Ehlert asked if the Airport is located within the City or County limits.

Mr. Flores said the City limits, however, the County is working on a public relations campaign for the Airport.

Mr. Flores asked if there were any other questions.

Chair Verruni said it is very clear what LTAB's responsibilities are.

D. Review, Discussion and Approval of Application Procedures for Lodgers' Tax Funding Assistance for Special Events (Action Item)

Mr. Flores said as mentioned earlier, 50% of the lodgers' tax proceeds goes back to activities and events that promote tourism in Santa Fe County. One of the things that the Ordinance is charged with is that LTAB has to get money out to those events and activities that promote tourism. This is a key component of what this Board will do, and as such there are simple ways to do that. However, staff needs direction from LTAB on how to do that.

He said one of the things he found in doing a quick audit on the activities and expenditures of dollars - prior to the County Manager's office taking over the direct administrative oversight of LTAB - is that this was an ongoing process.

Mr. Flores suggested that LTAB treat this like a grant program where they will actually do a solicitation in the newspaper requesting proposals and a Notice of Funding Availability. He recommended that a simple cost and benefits analysis be done for each proposal to justify funding the events or activities.

Mr. Flores mentioned that Lisa Katonak will talk about this further but staff is open to any ideas from this Board to develop a program around this. He said this is a very time-sensitive matter because the County has a lot of organizations that typically come in the

spring for activities that occur over the summer.

Lisa Katonak said as mentioned by Mr. Flores, in the past, this was on an ongoing open basis for entities to come to the LTAB and request funding. This involved an application process that included a budget and the funds that were provided by LTAB were utilized by the entity for advertisement and promotional material for that particular event. Part of the requirement would be that any advertising that was done was required to provide credit to LTAB (for the funding).

She said having an ongoing open forum for receiving proposals would be something for LTAB to continue to consider, or the Board could consider whether to go to a quarterly basis for requests for proposals. This would allow for a "clean" fiscal year tracking where they are able to get requests, open up funding and then close out the reporting by the entity, in order to make things more streamlined for reporting, financial and auditing purposes. This will also avoid having overlapping requests where entities are submitting invoices for the prior year, and working with two different types of funding allocations.

Mr. Flores said one additional consideration was that there was an arbitrary ceiling of allocations and he never saw the reason what that was or why. He suggested that the Board go to a quarterly time for grant reviews applications and that they set a number that entities can actually apply for. This would provide some basis for the application and granting proposal.

Chair Verruni explained that there was never clear criteria for requests for funding proposals. He thinks going to a quarterly basis is a good idea because there will be a certain cut-off date and the Board could request that the entities meet a certain criteria.

Ms. Macfarlane said when she references the Minutes from the December 15, 2015 meeting, the Edgewood Festival was given \$4000. She asked how the amount of funding is determined.

Chair Verruni said the facilitator of the Edgewood Festival presented the funding request and his idea of what the costs would be. He noted that some of the bigger organizations' proposals were more detailed and thorough and copies of these are available for the Board, if they are interested in seeing them.

Mr. Flores said another thing they can take a look at is a recommendation from staff to the Board, is leveraging of those funds; and what the organization's advertising budget is, and how much of that LTAB plays a part in.

Ms. Ehlert asked if there is a form available on line.

Mr. Flores said that was a problem – the form was not made readily available for organizations to come in and apply for funding.

Ms. Mihelcic said they can put the form on line and add as much criteria the Board

would like.

Mr. Randall explained that the City does the request for proposals once a year and they limit the size of the grant. The standard maximum of a grant is \$30,000 and there is no minimum. The City will only fund an organization for three consecutive years because they feel after three years they should be standing on their own. The maximum of the grant decreases by 50% each year after that. They don't want the City funds to become part of their ongoing budget and plan. The City wants their dollars to be developing dollars, and not ongoing operational dollars.

Mr. Flores said he would be cautious, from a staff's perspective, of saying once a year because Santa Fe County, in general, has events that generally pop up during the year, and may not be a 3-year event. This could be too restrictive.

Mr. Randall noted that the City has allocated \$70,000 in the budget for this and they went out for applications but did not get enough applications. They only distributed \$25,000 of the \$70,000.

Ms. Mihelcic asked how many events they funded.

Mr. Randall said they only funded three this year. He said they may go to a two-year concept.

Ms. Mihelcic asked if one of the City's criteria is that it has to be more than a one day event.

Mr. Randall said multi-day events get priority and they need to drive hotel occupancy.

Chair Verruni asked if the City has a written criteria.

Mr. Randall said yes, they do.

Chair Verruni said that is something the Board should look at.

Mr. Randall would like the City and County to work together on the criteria.

Ms. Hudman suggested that the Board consider reviewing various templates of application process from the City, as well as from the State. Perhaps, the Board could do this at the next meeting or following meeting – to craft or possibly make recommendations for revisions for an application and consider a quarterly or bi-annual application process.

Chair Verruni recommended that the Board look at the State and other smaller communities that are similar to Santa Fe, such as Aspen, Colorado or Scottsdale to see what they do as far as their criteria.

Ms. Macfarlane asked what kind of analysis comes back to the Board after the event – to

know whether or not it had an impact on tourism.

Chair Verruni said the occupancy rates were reviewed at that particular time to see if there was an increase in occupancy. However, some organizations were able to show the return of investment (in the numbers of attendees/visitors), or would report on the success of the event, i.e., by ticket sales, etc., and possibly this could be something that could be added in the criteria.

Ms. Hudman suggested that there be a fulfillment portion where the applicant has to provide a summary or report of the expenses.

Ms. Katonak said to that note, she wanted to mention that the entities who are awarded a grant do provide invoices, cleared checks and the documents that show that they placed an ad. For example, in *The New Mexican* or that they had .30 second commercials of the event, etc. They also have to show that they provided credit to LTAB. All of this is required with the invoice in order to receive the funding.

Mr. Flores said due to the “artificial” deadline to do this, which is usually done in the springtime, he would suggest that templates be developed and emailed out to the Board Members for review and comments. He said this could be part of the 2016 LTAB Work Plan that will be discussed next on the agenda.

Ms. Ehlert said a possible addition to the application would be an ROI (Return of Investment) form. She noted that she has a format for this and is willing to share this with the Board.

Mr. Romero mentioned that the organization he is involved with also distributed grants and they have developed an entire program for this. Therefore, he would like to participate in the assessment of the grant application. He said the other thing that is important, as the Board moves forward, is to consider looking at a policy to further the County’s interests, and look at how that would blend in with other County initiatives, which is different from the City’s interests and initiatives.

Mr. Randall noted that the City requires both receipts and results and in going forward, any grant award of \$30,000 or more, they will require an ROI.

Mr. Randall added that Southwest Planning and Marketing has a simple program that costs about \$2500 to do an ROI and this would be paid for within the scope of the grant.

He said the City requires that any of the advertising has to be done 60 miles beyond our borders because the focus has to be to bring in lodging.

Chair Verruni asked if there were any more comments and there were none. He said Ms. Katonak will help the Board get organized and get some samples out for the Board to look at and Mr. Flores will oversee that. Then the Board can come back at the next meeting and make some comments and specific decisions to move ahead quickly.

E. Discussion of a 2016 LTAB Work Plan

Mr. Flores said he thinks the Board started this discussion but there will be two points that have been developed as a team, and he would like to see LTAB tackle in 2016. One would be the process in which LTAB funds would be granted, and as a secondary item, the Board should review Ordinance 1999 and see if there are any areas that this Board can help staff take recommendations to the Board of County Commissioners.

Mr. Flores said at that point in time, he wants to take a look at how the Board is structured and take recommendations to the Board of County Commissioners regarding that. He said the third item for the Board to look at are those opportunities, or organizations, that the County may not be capturing as part of the County's lodgers' tax base, such as Bed and Breakfast or Air B&B facilities. He said these would be his recommendations for LTAB's Work Plan at least through the end of June. He asked for direction from the Board if they are in agreement with this Work Plan for 2016 and there was consensus of the Board to do this as part of their 2016 Work Plan.

FINANCIAL REPORT

- **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.)

Mr. Flores noted that the Finance Director (Carole Jaramillo) was in some type of union negotiations meeting.

He referred to the Lodgers' Tax Receipts Analysis Report. The total collections for January 2016 were \$23,191.48. The year-to-date total is \$272,005.63. He said per the request from the previous Board, Ms. Jaramillo provided last year's Lodgers' Tax Receipts Analysis Reports for comparison.

Mr. Flores said the County averages, as a whole, an average of \$400,000 a year in revenue that can be used for advertising and marketing. He said this is important for the Board to know in establishing a budget to work with. He offered to provide a budget on what can be allocated.

Ms. Ehlert asked if there are new people/facilities that the Board does not know of on this list, or that should be on this list.

Chair Verruni said he does not know if any work has been done to try and identify if there are any other entities that are not on this list.

Ms. Katonak said there was a question in the past about Sunrise Springs and whether or not they should be paying lodgers' tax, and the County is now collecting lodgers' tax from them.

ADVERTISING AGENCY

A. Advertising Agency Report - HK Advertising by David Hayduk

Mr. Hayduk distributed and reviewed a packet that was entitled "*HK Advertising Santa Fe County Brand Campaign Creative Overview*". A copy of the presentation is incorporated herewith by reference as Exhibit "A".

Mr. Hayduk noted that the Governor's Conference on Trends was held recently at the Eldorado Hotel by the New Mexico Hospitality Association and the Governor. He said it was a great conference.

Mr. Hayduk introduced Clarissa Lovato and Wendy Forbes noting that they will provide an update/report for the Board later.

Mr. Hayduk said HK Advertising has been in business for 32 years and has worked with various cities and villages throughout the State.

He talked about the New Mexico True Campaign noting that it was done as a great marketing focus for New Mexico and people are embracing this brand throughout the State. The Board viewed a video on the New Mexico True Campaign. Mr. Hayduk explained that the New Mexico True Campaign started the groundwork to unify a brand for New Mexico. He reviewed the results of some of the cities across the State that are involved in the New Mexico True Campaign. He said for the first time, lodgers' tax collections in Roswell is up by \$1 million. He mentioned that American Airlines is going to launch a new flight from Roswell to Phoenix. He noted that the lodgers' tax collections for Red River is now over \$600,000.

Mr. Hayduk spoke about Santa Fe County and how it lines up with the New Mexico True Campaign. He said "*Santa Fe County is New Mexico True*". He noted that they have identified key facts about Santa Fe County that will drive travelers to Santa Fe: Santa Fe offers an extraordinary array of experiences for multigenerational travelers; it has spectacular landscapes and natural wonders; it also has world-class arts and cultural attractions and authentic immersive experiences.

Mr. Hayduk reviewed the Creative Work Plan, the Campaign Objectives and the Creative Strategy for the County. Please see Exhibit "A" for the specifics of the presentation.

Mr. Hayduk said the brand position will be for the adventurous traveler who craves authentic experiences. He said Santa Fe County is the destination that feeds the soul and energizes the spirit.

Mr. Hayduk briefly reviewed the Media Strategy noting that the media categories include:

- Geographically focused print
- Regionally focused digital radio
- Digital advertising focused on behavior and geography
- Paid social media

Mr. Hayduk asked Clarissa Lovato to speak further on the Media Strategy.

Ms. Lovato said in general, they are looking at pushing the winter and spring outdoor activities. HK Advertising is spending approximately 80% of the media budget, at this point, getting out digital advertising and getting mobiles and tablets that will link to the Santa Fe County landing page for detailed information and special promotions.

Ms. Lovato said they are looking at the commonality of outdoor activities shared between the generations of Gen Xers and Millennials, as the primary target audiences.

She said they are looking at any kind of cooperative opportunities that feature New Mexico and Santa Fe, so they can piggyback and get the message out for outdoor activities that complement the County of Santa Fe.

Ms. Lovato noted that some of the drive markets they will specifically target include Dallas, Tulsa Oklahoma, Oklahoma City, Tucson, Phoenix, Denver, Vale and Colorado Springs.

Mr. Hayduk referred to the ads that will be placed in the New Mexico Adventure Guide and the AARP Magazine. He thanked Ms. Macfarlane for sharing a photo for the AARP Magazine.

Ms. Lovato said an ad will appear in the California edition of AARP Magazine. It includes a half-page ad followed by a bonus half page of editorial. Placements in AARP in the April/May issue includes a business reply card that will be distributed nationally. Recipients will be directed to the Santa Fe County landing page. Email addresses will be collected to a Santa Fe County database.

Mr. Hayduk mentioned that they are doing a photo shoot to acquire the assets that they need and in the meantime they have gone out to the partners and asked them for photos that they may have to use and build into the library.

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

Ms. Forbes noted that she launched the Facebook page in October. Santa Fe County now has 291 fans on Facebook and Twitter and Instagram are doing even better. Twitter has 332 followers and Instagram has 300 followers. She said that Facebook is lagging behind and this speaks to the fact that we are promoting "the outdoors" is more of a millennial and Gen X attraction and they are not spending as much time on Facebook. She thinks Instagram is going

to be very important to push visuals out to the other social media platforms for Santa Fe County. Facebook will be used to target audiences whose interests align with what Santa Fe County offers.

Ms. Forbes reported that they are spending about \$250 a month and just started doing \$100 a month sponsorships.

Chair Verruni said he was glad to see that they have picked up some of the drive markets like Dallas, Lubbock, Midland and Amarillo. He asked when they will be doing the photoshoot.

Mr. Hayduk said in the next 60 days or so. They are waiting for the weather to get a little better.

Chair Verruni said he did not see a lot of Ski Santa Fe events. He asked if they are doing events.

Mr. Hayduk said he knows that they have bands at Totemoffs Bar and Grill every other Sunday.

Mr. Griscom said they have an event called Rando Adventure Racing and that is one that they should look at because a lot of out of state tourists come for that.

Chair Verruni asked if they are doing anything to attract the mountain biking groups, now that we have the Silver destination.

Mr. Hayduk said they will use the accolades that Santa Fe achieved for that.

Ms. Hudman said related to the paid advertising efforts, who manages the publicity and public relations, like sending out the press releases.

Mr. Flores said in general, that is Kristine Mihelcic for Santa Fe County.

Ms. Mihelcic said that is for government specifically.

Ms. Hudman thinks there can be some great stories. She suggested that they consider a quarterly press release that is about County activities that has a very engaging narrative and compelling imagery that could be sent out to all of the major publications, especially southwest oriented. Santa Fe County could get a lot of coverage and this would enhance the paid advertising promotional efforts at the same time.

Chair Verruni asked if there were any more questions.

Ms. Hudman asked Ms. Forbes if there is a geo component in terms of who they are specifically targeting on Facebook.

Ms. Forbes said there can be, but that is not an effective way to buy on Facebook-to limit it geographically, unless we're looking at a specific event.

Ms. Macfarlane asked Mr. Hayduk if he could send out the presentation so she can share it with her team and Four Seasons' PR agency and he agreed to.

Chair Verruni asked if there was any more questions or comments for the Advertising Agency and there were none. He invited Mr. Randall to address the group.

Mr. Randall said he was excited about the transition that has occurred here with this Board. He said nothing wrong with the old people but it had gotten very consistent and any kind of organization like this needs some new input now and then. So this is very exciting for them.

Mr. Randall said he is anxious to work with the Board on the short-term rentals and thinks the City has come a long way with it and he expects to have the new ordinance in place by April 27th. He said before then, he will share with Mr. Flores and Chair Verruni what they are doing. He suggested, as one of the Board's three action items, is for the Board to look at this ordinance and remember that it is done under the auspices of the State enabling legislation, and there are some things the City would love to change, but they know they can't because it has to have State approval to do. He said one of the issues is the definition of "rooms" and the City legal department is defining how the City defines a room, and as to who gets excluded and who has to pay lodgers' tax.

Mr. Randall noted that he is concerned about House Bill 192 – the bill that Roswell has introduced that will broaden how lodgers' tax can be used. He said we run the danger that the original intent will be dramatically diluted. He noted that there is no support from the hospitality industry for this bill and the hospital industry opposes it.

Mr. Randall said there will be a resolution going through City Council that will be to look at creating an event that will occur at the end of the season. The resolution instructs staff to develop a plan to create a 10-day event that would occur at the end of October into November. The event will be supported by our local organizations. There will be a 90-day study period and Mr. Randall would love to have LTAB's support and participation with that. He offered to bring this before the Board in the future.

Mr. Randall said after seeing the Advertising program, he thinks it is a really good program but it is not doing much to bring the City and the County together. He mentioned that the City is using the title "City Different" in their advertising because it has been around since 1910 and has some real historical value to it. He said the more they do to separate the County and the City, the more benefit they will have. He suggested that the County and Advertising Agency broaden its campaign scope a little bit because when it listed events, it did not list events like the Indian Market, which benefits the City and the County. He said it is impossible for the County not to benefit from what happens in the City and in the same way that the City benefits from what happens in the County. He encouraged them, as a County, to own what happens in the City.

Mr. Randall said from a public relations standpoint, this last year, they generated \$25 million in earned media value, which is up 10 times than it was six years ago, and they are spending the same amount of money. He said the public relations efforts are available to anybody in the County or the City at no cost.

He mentioned that they will be having and announcing a Santa Fe "Margarita Trail" and they are encouraging any alcoholic beverage facility in the County to participate, as well as any neighboring pueblo. There will be a press event on February 22nd, which happens to be National Margarita Day and they anticipate to have Margarita Trail running by April.

ADMINISTRATIVE

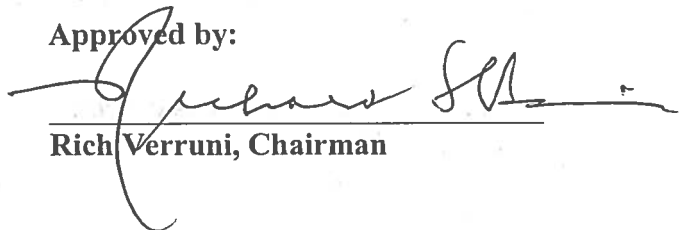
Next meeting date and location

The next meeting was scheduled for the second Thursday of the month, March 10, 2016 at 9:30 a.m.

ADJOURNMENT

Having no further business to discuss, Ms. Macfarlane moved to adjourn the meeting, Ms. Hudman seconded the motion, and the meeting was adjourned at 11:30 a.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: 14

I Heraby Certify That This Instrument Was Filed for Record On The 21ST Day Of March, 2016 at 10:50:55 AM And Was Duly Recorded as Instrument # 1789153 Of The Records Of Santa Fe County

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

