SUMMARY INDEX OF

SPECIAL MEETING
ARTS COMMISSION

GRANT APPLICATION REVIEW
1% LODGERS' TAX: CATEGORY D

May 23, 2016

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MINUTES OF THE

SANTA FE ARTS COMMISSION

GRANT APPLICATION REVIEW

1% LODGERS' TAX: CATEGORY D

Monday, May 23, 2016

A Special Meeting of the City of Santa Fe Arts Commission Grant Application Review was called to order at approximately 8:00 a.m. on the above date at Santa Fe Convention Center, Nambe Room, 201 West Marcy Street, Santa Fe, New Mexico

I. PANELISTS

Todd Lovato, Vice-Chair Santa Fe Arts Commission/Musician/Online Marketing
Bernadette Ortiz Peña, Santa Fe Arts Commissioner/Educator/Theater & Dance
Christine MacDonald, Santa Fe Properties/ Nonprofit Board Member
John Rochester, First Vice-President, Vista Group, Morgan Stanley/Nonprofit Board Member
Joan Caballero, Santa Fe Appraiser of Native American, Spanish Colony and Fine Art
Syri Mongiello, Santa Fe Farmer's Market Institute/ Nonprofit Management

Others Present

Debra Garcia y Griego, Executive Director, Santa Fe Arts Commission
John Tennyson, Senior Planner, Santa Fe Arts Commission
Charmaine Clair, Stenographer

(Sign-in sheets are incorporated herewith into these minutes by reference.)

Audience Introductions: John Jones with SWAIA; Lori Brayshaw with IAIA; Eric Davis- IAIA, David Setford with the Spanish Colonial Arts Society; Greg Heltman, Santa Fe Symphony Orchestra and Chorus; Karen Brettschneider with the Aspen Santa Fe Ballet; Sandra Noē with Performance Santa Fe; Janey Potts, independent contractor; Jonathon Winkle-Performance Santa Fe.

II. INSTRUCTIONS

Ms. Garcia y Griego explained that applicant's can use the response form to correct factual

errors, but not to provide information the reviewers or applicant wanted that was not included in the application.

III. CONFLICT OF INTEREST DEFINITION and STATEMENT

Ms. Garcia y Griego provided instructions for panelists with a conflict. They will leave the room during the review and will be called back after scoring.

Conflicts of interest were noted as follows:

Ms. Peña-	None
Ms. MacDonald-	None
Mr. Rochester -	Museum of New Mexico Foundation
Mr. Lovato-	Museum New Mexico
Ms. Caballero-	None
Ms. Mongiello-	None

IV. APPLICATION REVIEW PROCESS OVERVIEW

Panelists were instructed to be clear about the criteria they were speaking to and avoid repetition of comments already stated. The Lead Reader provides an in-depth review and gives a critical examination of the application. The Backup Reader offers additional comments and counterpoints and the remaining panelists will then be offered an opportunity to comment.

V. 1% LODGERS' TAX APPLICATIONS – CATEGORY D- 2016

Eligible organizations must play a role in promoting tourism and apply the funding received primarily towards the projects promotional, advertising and marketing costs for projects that take place between July 1, 2016 and June 30, 2017.

SANTA FE CONCERT ASSOCIATION (SFCA)

Lead Reader-Mr. Lovato:

The request is for Performance Santa Fe's 2016-17 season. There is a long list of performances at various venues throughout the year; St. Francis Cathedral, the Lensic, the Scottish Rite Temple, etc.

Alignment with policy planks- The SFCA's mission is to bring performing arts to the residents and visitors of Santa Fe and provide performing arts education to students and adults. They do

that through music/dance/theater and lectures and in their in-school/afterschool programs.

The application and educational outreach is strong. The organization's youth programs working with the Santa Fe Public Schools (SFPS) aligns with the Santa Fe Arts Commission's (SFAC) mission. SFPS's annual goal provides one thousand hours of mentorship working with the school music directors to mentor music students to provide attentive evaluation and technical expertise.

SFPS on Stage is a culmination of the year's work that shares their joy with selected music and student performances. The event gives sponsors an opportunity to provide not just accessibility and tickets to students otherwise unable to attend, but is an opportunity for people to be involved in the process.

Bravo Kids is a violin program. The SFCA's outreach is extensive and includes family programs that support aspiring professionals and paid internships, epic artists and adult programs. Their application is evident of the organization's wide breadth of education and outreach.

The branding has changed from Santa Fe Concert Association to Performance Santa Fe, which was confusing. When Performance Santa Fe was Googled different things came up and there were different titles and names due to rebranding. His impression was that rebranding is still in process and there are still areas where the name change is not clear. The About section of their website refers to the previous name without an acknowledgment of a name change. The organization should audit the site to remove all of the old branding references.

Back-up Reader- Ms. Peña:
As an art educator she was impressed with the amount of outreach. The application stated the organization has an award winning youth program. That was evident with the programs that are listed for families, students and schools.

Standards of administrative and artistic excellence-The samples were adequate. The resumes of the board were of high quality, but would have been better if the organizational chart was more detailed and listed names of the people who perform the duties of the job. The examples of artistic works were beautiful.

Evidence of attraction of tourists- There are 2,593 visitors from outside the state, which is nice. The large aggressive marketing budget stood out and shows the organization does as much as possible to reach as many people as possible.

Other Comments:
This organization has offered great programs for 80 years. In outreach, in addition to offering mentorships they provide concerts for retirement homes and a diversity of cultures and there is

diverse public relations. The 60% budgeted for advertising is impressive, but there is not a lot of national advertising; one national publication is mentioned. The organization should expand into different areas with the advertising dollars to attract national tourists since the majority of the grant is about attracting tourists. The applicant is commended on the caliber of artists they bring to Santa Fe. In a way, the artists are tourists and when they leave they become ambassadors to Santa Fe. The budget is on track after overcoming a small deficient. The budget narrative mentions they are half way to a $1 million fundraising goal for an endowment and surplus is projected in earned income from the last fiscal year and this fiscal year.

Audience Introductions: Valerie Kendall with New Mexico Performing Arts Society

The Santa Fe Symphony Orchestra & Chorus

Lead Reader-Mr. Rochester:

Evidence of attraction of tourists-Not a lot of examples were provided on how the Symphony spends their $60,000 in advertising dollars. Copies of the ads mentioned in the application would have been good to include. Advertising focused on the organization's reliance on local audiences and the use of rack cards in hotels and social media. Their outreach to attract tourists was low and not representative of what the Santa Fe Symphony does.

The numbers used to explain the economic impact used three nights for a tourist who came specifically for a Santa Fe Symphony performance. The total of that is $364,000 and is possibly overstated. What would make more sense is to state that a person came to town for one night to see a specific concert. If the numbers for economic impact were assumed to be accurate and the number of nights was reduced from 3 nights to 1 night, the economic impact would have been based on approximately $120,000 not $360,000 reflected in the application. The applicant stressed theirs is a local audience repeatedly. The attraction of tourists was disappointing to him.

Standards of administrative and artistic excellence- There is a full schedule with a lot of activity. The conductors are of high standard and their artistic standards are created by using a steering committee. He likes that they think outside the box to develop the artistic standards by using a committee within the organization.

When the flow chart and staff levels are compared with the bios, three key staff members appear to do everything and seems unrealistic. More information could have been included on how tasks are staffed and on the flow chart.

Alignment with policy planks- The bilingual education concert is excellent and changing up the artistic standards presented to the community is great. The artistic samples are very intriguing. The samples provided were wonderful and incorporated learning by showing the concert

followed by talking about the mathematics associated with the conductors, the people who wrote the score and the artists, etc. Seeing a sample out of the ordinary usually seen in orchestral concerts was wonderful.

Some of the outreach programs fit criteria, but disappointing that outreach at the Lensic is for fourth-graders only. Busing could be an issue with their budget. How do available funds for getting kids out of their environment affect who gets to attend those concerts? However, the organization does also go to nine schools and reaches 3500 kids a year, which is incredible.

The Symphony gives five senior concerts throughout the city at senior centers and two community concerts are provided at the Cathedral. That approximately 950 hours of teacher assistance is provided is incredible and it is wonderful not-for-profit organizations go into the schools to help the teachers. The training/assistance program and assisting the teachers in the curriculum development and supporting that curriculum is great. The Symphony also has a donated instrument program that provides refurbished instruments to school children in need.

The financials were good and the board list is fine.

Point of clarification: Ms. Garcia y Griego clarified that sponsors of the Lensic are part of the PASS Program and although the application does not state it, they also provide transportation.

Back-up Reader- Ms. Caballero:

The organization provides year long high quality programming.

Evidence of attraction of tourists- There are only 1900 tourists indicated and those numbers include tourists from the Santa Fe audience as well as northern New Mexico and beyond. There are no tourists mentioned from south of Santa Fe.

Alignment with policy planks- The educational programming and outreach is diversified and is to every school and student in public, private and parochial and the underserved districts. The organization recognizes that success is based on continued sold out audiences and is broadening the audience base. The current audience is only 21,800 with well over half from Santa Fe. They are encouraged to pursue outreach to tourist points beyond Santa Fe.

The unearned income projection is down this year and membership subscription income appears low compared to the admission income. The high quality programming and artistic diverse performances are attractive to tourists, but appear very Santa Fe centric.

Standards of administrative and artistic excellence - The artistic excellence is evident in the biographies and the programming and outreach, but the small staff is a concern. They take on huge responsibilities with seemingly no backup.

Other Comments:
The marketing in the social media area has almost every social media channel: Facebook, Twitter, InstaGram, YouTube, Trip Advisor, etc., but the applicant is not really engaging them enough to grow their following. Some appear they are not even active. The applicant is advised to focus on one or two social media channels and do them well before having a suite of social media strategy. As the only resident orchestra in Santa Fe, the use of local musicians stands out. The use of tri-lingual in the educational outreach is important.

Southwestern Association for Indian Arts (SWAIA)

Lead Reader-Ms. Caballero:
Evidence of attraction of tourists- SWAIA is in their 95th year. That they vie for the top position as a tourist attraction second only to the Albuquerque Balloon Fiesta is evident. The array of artists' events, exhibitions, judging, prize money, demonstrations, contests, music and native food is extremely good. There is an aggressive program schedule backed up with advertising and social media that attracts 175,000 or more visitors a year. A report in 2012 stated the visitors and locals at the event create almost $100 million in revenue for the state.

Advertising is excellent and consists of website, Facebook, social media and direct mail. The business generated the weekend of, and a couple of months prior to Indian Market creates a huge buzz in the businesses and in the interest of the community and visitors who make plans all year to come to Santa Fe.

Standards of administrative and artistic excellence- The applicant explained the deficit. The business and corporate area of support should be increased considering the benefit businesses receive leading up to and during the Indian Market.

The administrative positions are filled with qualified people who are concerned with financial stability. For 95 years artists have come together to display their best work, participate in judging and compete for awards. All of the artists go through a juried panel in order to be in the event and their work presented to the public is of very high quality.

Alignment with policy planks- the annual event includes high school youth that help at the Market and the judging includes youth categories. The Indian Market build-up, magazines and newspaper articles, panel discussions and Best of Show award all create community dialogue.

The salaries and contract fees equal less than the total income for the organization, which is over $1,400,000 and appears to be working. SWAIA has provided 95 years of consistent offerings to the community, the State of New Mexico and the country.

Back-up Reader-Ms. Mongiello:

Evidence of attraction of tourists- This is a strong application and impressive that the Market clearly has attracted a large number of tourists over the 95 years. The financials caused her to question how the organization plans to use the funding. Originally the amount requested was $62,500, but $100,000 is broken out in the expense detail and allocated to materials, supplies and administrative cost. The majority is allocated to marketing and PR, printing and publication, but seems an inconsistency in the application.

Alignment with policy planks-SWAIA engages and attracts a lot of young Native American artists and brings them together with others from all over the country. That promotes dialogue and a creative exchange. The Market is an amazing vessel for that and benefits everyone in the community.

Other Comments:

It would be helpful if the applicant quantified the numbers more to help give panelists more understanding of what is going on. The audience demographics cited that their numbers were from 2012. The application mentioned an update and fresh numbers would be helpful to see how things progress. The typos were distracting and the applicant should have a fresh set of eyes read through the application. The application was enlightening and enjoyable to read and provided information on what SWAIA is about. The huge amount of national coverage is very important and part of the reason for the huge numbers of tourists from around the country. The national marketing campaign is extraordinary. The other earned income on their financial statement was interesting in that a large portion of their income is from fees generated from booth rentals, application fees, etc. That leaves only about $300,000 to be raised in outside funds to meet the budget. That is impressive.

The organization is encouraged to do more outreach to other than Native American youth. There are a number of incredible Native American artists in the community and surrounding communities. They would be happy to explain their craft and talk about SWAIA to get kids motivated. The organization could expand and incorporate artists' visits to the schools.
It was underwhelming to read a paragraph about outreach that started with "unfortunately" and that SWAIA's focus is only a summer festival. The event is a huge draw for tourism and includes a children's' tent and youth booths. Some of the youth just visit or head up parking and it is not clear how that is educational outreach. The hope is that youth in the community will learn about Indian Market and more education and outreach is needed throughout the school year. Just because the event takes place in the summer does not mean there can't be a flow of education that arrives during the Indian Market season.

Audience Introductions: Laura Acquaviva with the Lensic Performing Art Center; Mara Harris and Abby Holzer with the Georgia O'Keefe Museum; Maggie Magelnick, Director of Spanish Market. Dallin Maybre, CEO of SWAIA.

Aspen Santa Fe Ballet

Lead Reader-Ms. Mongiello:
The application is strong. This is a national ballet company based in Santa Fe and the Ballet has also absorbed the Juan Siddi Flamenco Santa Fe, which expands their repertoire.

Evidence of attraction of tourists- The Ballet attracts audiences both from inside and outside the state. The marketing plan is thorough and appropriate for the organization's size and they have a newly re-designed website that has dynamic imagery and videos. Their Instagram program appears to be in progress with about 500 followers. That could be a good platform for continued growth and an opportunity to present imagery and videos of dance. The Ballet tours nationally and participates in prestigious dance festivals such as *Jacobs Pillow,* which is an incredible opportunity to expand reach into other markets and create visibility for Santa Fe in those markets.

The application was vague regarding the direct tourism expenditures and more detail could have been provided. The application also could have been clearer on how often local artists and businesses are used and more description provided on the impact of those.

Standards of administrative and artistic excellence - The standards are high and the samples presented were of high quality. The artistic and administrative staff is highly qualified. The Ballet's multiple performances in Santa Fe and around the country expands awareness and appreciation of the arts.

The financial information was clear and was clearly presented. The organization appears very stable with a significant surplus in the budget at the end of the last fiscal year. The funds requested have been appropriately designated under expenses.

Alignment with policy planks- The Ballet provides access for students with a school of their own and partners on outreach and offers classes with the public schools. The outreach to the Latino community with Flamenco is particularly interesting.

Back-up Reader-Ms. MacDonald:
Evidence of attraction of tourists -The organization is strong with local youth and although they perform nationally, how much that attracts tourism to Santa Fe is not clear. It is difficult to track who comes to Santa Fe because they saw the Ballet in another state.
Standards of administrative and artistic excellence - the Ballet's track record is strong and speaks for itself.

Other Comments:
The Ballet states the total audience attendance is 12,250, which is modest compared to many

organizations; although they send 7,000 mailers and have 95,000 visits on their website. Impressive is that the organization has run in the black for the last 20 years and the transition with the Flamenco could be part of that. The salaries are half the budget. Attention should be paid to the grammatical mistakes throughout the application. Some sentences had to be reread to understand the content. The Juan Siddi component goes on a multi-city tour once a year. The value the tour brings to Santa Fe as a cultural destination and the marketing with that is appreciated.

The outreach could be expanded; seven schools are mentioned in the after school classes offered with 145 children affected, which is about 20 kids per school.

Mr. Rochester: He found the application hugely disappointing. There were many areas where the guidelines were not followed and the applicant did not comply with what was asked. The organization did not extrapolate the tourism impact on the dollar amount, which is a requirement, and instead left that blank and generalized.

Financially there were organizational issues; 27% of the Ballet's overall budget was attributed to the Santa Fe program. Comparing the program budget to the overall budget is great, but surprising how low the number was. The expense line items viewed against the organizational budget was disappointing.

Another issue is that only 20% of the Board of Directors of Aspen Santa Fe is related to Santa Fe. The board members themselves are incredible, but more Santa Fe representation on the board would have been nice to see.

Institute of American Indian and Alaska Native Culture and Arts Development

Lead Reader-Mr. Rochester:

Evidence of attraction of tourists- The Institute of American Indian Arts (IAIA) outlined their extraordinary regional advertising program and publications and provided examples. The advertising expands outside the Santa Fe area, which is appreciated. The estimated projected out of state attendance numbers based on prior attendance seem high, but a great amount of detail was provided about their new out of area campaign, which is exciting. The applicant explained the tourism impact very well.

Standards of administrative and artistic excellence- The exhibits cited were for the fiscal year 2015-2016 not the current, which he suspects was a typo. Financially, the manner in which the applicant completed the budget was disappointing. Many seminars are provided by the SFAC that give insight on how the application should be completed. The details of the expenses in the overall budget were incomplete. That was disappointing, because the application itself was fairly strong. The budget narrative and financials did not explain what was going on and instead focused on the effect of tourism. There should have been explanations for the blanks.

Although there are only 11 board members and the board is small, it is more than sufficient.

Alignment with policy planks-The variety of public events throughout the year is outlined exceptionally well and their radio outreach is impressive. The detail on how they provide radio outreach and the programs they participate in was appreciated. The radio outreach presents a different side of what art organizations can do for the community to build awareness and attract tourism. Samples of the audio would have been nice and would help the panel understand what the programs incorporate. It is suggested that next year's application add audio pieces, because they are impactful.

The cultural variety the organization brings to the community is wonderful. The focus or outreach is to a specific sector of the population; high school and secondary population.

Back-up Reader-Ms. MacDonald:
Her concern is that the purpose of the organization is not to do student outreach into schools. The organization does show over 8,000 people come to Santa Fe of which 2,000 are local and percentagewise there is a high percentage of out of town tourists.

Other Comments:
The applicant states their dual education program in high schools across the state is accessible to students. They are already a school, so that is a nice way to expand. The lack of attendance outlined at the four events is questionable. The advertising is adequate for certain events but the low attendance makes one wonder if there is a proven return or response for alternative weekly advertising and if they are reaching the direct market. Studies on advertising could be worthwhile and mainstream advertising campaigns might prove to gain more attendance at the events.

Applicant Clarification: The board is federally chartered and appointed by the President of the United States and the organization has no control over that.

A suggestion to the applicant is to use the section on organizational history in the future to explain some of the complexities of their operations, including clarifying the financial information and how that relates to the larger budget.

Lensic Performing Arts Center Corporation

Lead Reader-Ms. Peña-
Standards of administrative and artistic excellence - The application was well organized and nice to read and included fun facts such as where the name derived from: the Lensic was a movie

theater that was remodeled and refurbished in 2001.

The Lensic has proven to be innovative and inspiring and brings world-class music, dance, theater, big screen classics, opera and the Met. They showcase local work and students perform on stage in addition to many of the organizations being reviewed today.

The financials were humbling to read in all of the applications because of the amount of money generated and the amount needed on top of the earnings. The applicant states they expect in the next two years, an increase in the earned and contributed income and to cut expenses significantly until the budget is completely balanced. That reflects a long-term goal and a plan to become more self sufficient.

The samples and video submitted were supportive and included the organization's history which was amazing to read. The Lensic has brought world-class artists such as Alvin Ailey, Twyla Tharp, Savion Glover, etc., to Santa Fe.

Alignment with policy planks- The educational outreach is wonderful. The Lensic has a film program called Future Voices; a box office mentoring for students at SFUAD (Santa Fe University of Art and Design); they host the PASS program for elementary students affecting 10,000 students, an impressive number impacted by art. Their technical theater program is consistent and continues to grow and runs throughout the year. Students that apply to the technical theater program train in backstage techniques and skills and have a possibility for a summer paid internship.

Back-up Reader-Ms. Caballero:
She is humbled by what the Lensic Performing Arts Center provides to Santa Fe. The Lensic is rated at the top of many national tourism publications and their audience participation is 31,000 with 76% from Santa Fe.

Alignment with policy planks is excellent. To see nationally, internationally and locally known talent showcased is amazing.

Other Comments:
The Lensic has a passionate local support and fan base, but how can that be addressed on the application. The marketing budget is good, but local centric and might be helpful to look to a national or international approach. Social media may be a cost effective strategy that shows they have an eye outside Santa Fe. The Lensic is listed as one of the Top Best 25 Things to Do in Santa Fe on Trip Advisor. More information on the number of people polled and how they achieved the honor would have been nice.

Mr. Rochester: The application was disappointing. Their application spent too much time

talking about how everyone else uses the facility and the programs provided by others and not enough about the Lensic's programs and what they do. This application is not about providing space for other organizations in town.

Evidence of attraction of tourists- The application cites only 9% of the audience as tourists specific to the Lensic's programming. The application was difficult to read because it incorporates everything about other organizations, including the Lensic's. The Lensic numbers are not attractive when looking at what the organization actually does in programming.

Advertising was all local with limited tourism and including more regional would have been nice. The Lensic does however, send out over 5,000 calendars throughout the United States and 1300 of those are non local. The outreach to the non locals through the direct mailing of calendars is great.

Standards of administrative and artistic excellence - The staff listing is one of the best in town and the bios of those involved and what they do is incredible and should be commended. The board list was disappointing because of the lack of Latino or Hispanic representation and given that the community is predominantly Hispanic/Latino, was disturbing.

The artistic samples appear to be the same program and there was no diversity in the photos and videos. It would have been nice to have a video of the tech program that is nationally recognized as one of the best high school and post high school internships for kids in the country and some diversity in the samples submitted.

The organization's fundamental purpose is as stewards of the facility. The programs identified as the Lensic's are in addition to what they afford the community by allowing nonprofits a venue. Regarding tourists, the performers who come to Santa Fe to perform at the Lensic are also tourists in a way and when they leave they become ambassadors to Santa Fe.

Audience Introductions: Steve Ovitsky with the Chamber Junior Music Festival; Amanda Glover with SITE Santa Fe.

Georgia O'Keeffe Museum

Lead Reader-Ms. MacDonald:
The application was complete and impressive.
Evidence of attraction of tourists- The Georgia O'Keeffe Museum is the polar opposite in their ability to collect information on their visitors to some statistics provided by other organizations. Over 80% of the Museum's visitors are from out of state. Marketing is focused on tourism and there are 158,000 visitors annually with 12,000 from Santa Fe, which is strong evidence for attracting tourists.

Standards of administrative and artistic excellence speaks for itself in the Museum's visitors and the impact on the promotion of the City of Santa Fe and the State of New Mexico to the world. The marketing materials are of high quality and include a website and social media. The majority of the marketing plan is directed toward the promotion of tourism and over $100,000 was spent last year.

The financials - The budget is strong. Over half of the Museum's income is self generated from ticket sales and indicates the strength of the organization.

Alignments to policy planks- The Museum's outreach programs cover all aspects.

Back-up Reader-Mr. Lovato:
His impression is that the organization is going through segmenting, which from a programmatic point of view helps keep a fresh approach with the experience. The application states there are new thematic exhibitions and that will allow the curatorial staff to closely segment Museum audiences by familiarity, intention, levels of engagement, culture, locals versus tourists, economic level, age, gender and seasonality. The detail paid to the audiences to identify the weaknesses and strengths is impressive. The Museum memberships are 66% New Mexico residents and shows that locals are deeply involved in programming. But the 80% attendance underscores the Museum's emphasis on tourism.

Other Comments:
There is regional advertising but no noted national ads, which would have been good to see. Facebook had a picture of a Georgia O'Keefe advertisement in a London subway. Why wasn't that put into the grant application? That would help the panel understand there is international advertising, not just a national impact. The dollar amounts for the impact of tourists were missing and when the application guidelines and requested information is not provided, the application is incomplete. The educational brochure went into detail about their outreach programs, but would have been helpful to panelists if the details had been verbalized in the criteria. On demographic information the applicant indicated they have not been collecting detailed breakdowns about their audiences; only zip codes. They are now making an effort to gather more detailed data. There are two large endowments, but less concrete business and private support and increasing that support might be helpful, as ticket sales have been down year over year.

Audience Introductions: Heather Tanner, Director of Events with the International Folk Art Alliance

El Rancho de las Golondrinas

Lead Reader-Mr. Lovato:
The request is for $50,000 and the applicant anticipates about 50,000 visitors for the festival season. The formatting made reading the application a challenge; some of the words were separated and there were typos, etc. Someone should proofread the application. The applicant did a good job in some areas to quantify the numbers, but there were other places that could have used clarification.

Evidence of attraction of tourists- The organization brings in more than 800 dancers, singers, musicians, craftspeople and artists during the season and 20% of visitors are from out of state.

Alignment with policy planks- The organization shines in the educational component. There are 10,000 visitors to the museum each year (a 10th of Santa Fe's population) and they are a center of activity not just for the education of kids. The 20% that visit from out of state have an experience beyond the usual first impressions of New Mexico that serves as a valuable cultural purpose to help form a visitor's idea of Santa Fe and what it means.

The ethnicity of Golondrinas' audience is closer to a proportionate representation of the community and is reported to be 15,000 Hispanic/ Latinos out of 21,000 visitors.

The organization's marketing presence is strong, but it would be helpful to show an outlined strategy to bring in tourists from outside the region to weigh the attraction of tourists. This is another opportunity for social media to be part of the strategy; particularly now when people can Geo target their advertising campaigns. The organization does rack cards and distributes other things throughout the region in Texas, Colorado and Arizona. They have had a record attendance the last five years.

Back-up Reader-Mr. Rochester:
Evidence of attraction of tourists- Worth pointing out is that this is the only applicant that listed TV spots as a form of advertising. There is a very strong out of state journalism relationship that provides PSAs outside of New Mexico for Golondrinas.

Standards of administrative and artistic excellence- There were some issues and one is the paid lodging that was equated to $7500. There is no dollar breakdown of the impact in the grant application.

The budget cash shows $762,000 income and looking at the overall numbers in the budget, was confusing. However, the narrative explained exceptionally well that the income was from investments, etc. The organization is commended as one of three organizations that completed their budget and/or program numbers correctly and without error and with an explanation of the differentials.

The bios for the board specifically and staff, is awe inspiring and that the applicant was able to get them involved in the organization is incredible.

Other Comments:
A large portion of the audience ranges in age from 6-17 and is impressive and notable that they created that amount of accessibility to learn about and understand Santa Fe's artistic cultural heritage. A wide array of unique programs is offered throughout the season that is unduplicated in New Mexico. The Golondrinas does so much with their funding and that there are only 50,000 visitors is shocking. Advice is to create a study of why so few people are taking advantage of the programs they offer.

Spanish Colonial Arts Society, Inc.

Lead Reader-Mr. Rochester:
Evidence of attraction of tourists-The application was incredible and cites multiple numbers; 110,000 people come in for a weekend or the day; $140,000 is spent on advertising with total expenditures of $681,000. That generates roughly $25 million of income for the City of Santa Fe and surrounding area. Those are incredible numbers that include the Museum of Spanish and Colonial Arts. There is a lot of diverse regional and national advertising that includes 33,000 mailings and national television ads for the organization and their activities.

Standards of administrative and artistic excellence – Although it is difficult for an organization with a one-time event to show pictures of what the event is, they did a great job. The samples were multidimensional with a focus on Spanish Market. The application accuracy and the materials were a little disappointing in the budgetary numbers. Although the budget balanced they failed to complete the income section and never incorporated funding from the Arts Commission. But it is not an uncommon mistake

Alignment with policy planks- The organization does outreach to 75 classrooms in the community affecting more than 2,000 children annually. There is a lot of at-risk outreach, which indicates the applicant is looking at their community, what they represent and who they are in the community. The cultural diversity does not need explanation. Their program called Arts Alive provides for all ages for free on Museum Hill and holding events both on and off site is wonderful.

Back-up Reader- Ms. Peña:
Alignment with policy planks- The event is rich and has 100,000 in attendance and over half (48%) are from at least 50 miles away. Regarding the educational component, this is a role model for others. Education outreach takes place throughout the year even though this event happens in the summer. The use of the budget to help the education outreach further is great.

The social media followers increased from 700 to 4,000, which is nice. A study shows that the admission for the Museum grows by 70% during the event, which also affects the city.

Other Comments:
The organization has been around for 65 years.

The Wheelwright Museum of the American Indian

Lead Reader- Ms. Caballero:
This application was agonizing to review. The applicant did not include any of the financials, including the organizational budget or income and expenditure distributions. That is a huge part of the application to omit.

Evidence of attraction of tourists- The age and regional demographics of visitors is listed but neither total combines to 30,000 in total audience that the Museum stated they intend to garner with the project.

Audience ethnicity was also a concern. The organization's name is the Wheelwright Museum of the American Indian and the ethnicity of the audience is comprised of 3% Native American and/or other minorities. The Native American component is even less than 3% of the total audience draw.

The application hardly discusses any of the estimated tourism expenditures related to the project and there was almost no attempt to define this.

Standards of administrative and artistic excellence - The artistic samples submitted for a program described in detail in the application, were singular photographic images without captions. There were no explanations of how the images relate to the project and no images of past projects to show how the current project might be done.

The feeling of the application was as though it was submitted last minute without a lot of thought. The application was incomplete and even the parts that were submitted were not good. The final project is usually excellent and is disappointing that the bulk of the application was not there.
The application projects their lack of outreach is due to not having an education director and will be looked at in 2017. Why wasn't that projected for this year?

Back-up Reader-Ms. Peña:
Under the educational component one paragraph made her uncomfortable. The application states there are school visits, but they do not specify a particular school or group and there is

no indication when, or where, or if the visits happen.

Other Comments: There were no other comments.

Audience Introductions: Daniele Gold with the Santa Fe Opera

[Note to Applicant: if funded, SITE Santa Fe will need to revise their budget to remove the travel.]

SITE Santa Fe

Lead Reader-Ms. Mongiello:
The application was enjoyable to read and is strong. SITE clearly reaches a national/international audience and promotes Santa Fe as an arts destination. They have different and creative strategies to attract new visitors.

Evidence of Attraction of Tourists- SITElines.2016 is the biannual exhibition in July that focuses on contemporary art from the Americas and appears will bring a lot of visitors to Santa Fe. Outreach plans include creative strategies such as sponsored press trips to bring art and travel journalists to Santa Fe. The trips will be good exposure for Santa Fe as a destination and for the exhibit itself. Funding is for the press trips and travel. SITE maintains on-going relationships with many well known national arts and travel publications, which stands out as positive. Over the past several years the organization has had a presence at a number of national and international arts fairs to promote SITElines and Escape to Santa Fe. That invites people to recognize Santa Fe as a destination in both the travel and arts outreach market.
They have partnered in marketing with the Folk Art Market and Art Santa Fe thereby broadening their reach in the "arts trifecta".

The tourism expenditures were clearly outlined, and seem significant. A lot of money is spent locally to create the exhibition to not only maintain staff, but use local artists, construction workers, etc. in the creation of the exhibition.

Standards of administrative and artistic excellence- The sample materials demonstrate high standards of artistic excellence and show engagement of local and international artists. They collaborate with local artists, local businesses and institutions and bring artistic talent from around the world to Santa Fe. That speaks to SITE's ability to foster presentation, creation, production and awareness of the arts in Santa Fe.

Alignment with policy planks- The organization collaborates often with schools and brings

students into the museum. Getting students out of the classroom to experience art in its environment is a positive experience. SITE also sends artists into the schools, which can be an incredibly impactful experience for students as well. In addition, the organization goes beyond Santa Fe Public Schools and engages students from the Santa Fe Indian School and New Mexico School for the Deaf.

Back-up Reader-Ms. Caballero:
The organization had a large deficient for 2015, but has taken conservative steps to remain stable for the current year and the future. The administrative salaries and fees comprise over half the total income, although they spend a lot to produce their project. The funding will go to advertising and should help, because it is shocking that a project as diverse and extremely interesting as this only attracts 18,000 people.

Other Comments:
The application is nicely laid out, particularly in their strategy for national goals and their breakdown of how they will achieve them. The application is recommended as a good guide for anyone who wants to see how to lay out national strategies with the local. SITE has a unique position in their audience base; they are at a tipping point of locals and visitors that will be interesting in five or 10 years. The application does an excellent job in the evidence for attraction of tourists to explain their economic impact. In the standards of administrative and artistic excellence this is one of the few applications that mentioned their critic and professional reviews, which is nice to see.

Mr. Rochester and Mr. Lovato left the room due to conflict of interest with the next proposal.

Museum of New Mexico

Lead Reader-Ms. Peña:
This application includes four museums: the Museum of Indian Arts and Culture; the Museum of International Folk Art; the New Mexico History Museum; and the New Mexico Museum of Art.
Evidence of attraction of tourists- The Museum does not advertise outside New Mexico, but their advertising campaign begins at the airport for those already in the state. The applicant states there are over 250,000 visitors, presumed to be across all four museums. Their outreach materials are high quality. They express a desire to expand their web and social media outreach outside New Mexico. They intend to use some of the funding to launch Geo-targeted email campaigns for out of state audiences.

Standards of administrative and artistic excellence –The application states the Museum serves to enhance the visitor experience and deepen the understanding of New Mexico arts and culture, which encourages people to come back. Although the applicant is not reaching a huge tourist base outside of New Mexico that specifically come to visit the museums, they add to the value of people's experience of the arts and culture in New Mexico.

The education outreach is strong and the Museum offers free entry to school groups. They also provide teacher training, enhancing the students' experience of the art opportunity and intergenerational and family events with storytelling and lectures. There could be cross pollination within the museum setting.

In the financials expense breakdown most of the funding requested will be applied to administrative costs and artists contract fees.

Back-up Reader-Ms. Caballero:
The feedback she has heard for decades has been that everyone had a good time. That speaks to all age levels and the diverse cultures.

Other Comments:
With 260,000 visitors the applicant has the ability to advertise and promote Santa Fe. The education outreach to train teachers is a rich benefit that allows the teachers to affect many more students throughout the city. The organization cited the expense of advertising outside New Mexico in larger national publications as a barrier. Hopefully if funding is provided, that will help. Regarding the standards of administrative and artistic excellence; what the museum produces is excellent and there should be more of it.

Audience Introductions: Jack Price with the Museum of New Mexico Foundation; Shelley Thompson, Museum of New Mexico Department of Cultural Affairs; Laura Sullivan and Jaime Gaslein, School for Advanced Research.

Mr. Rochester and Mr. Lovato returned to the room after scoring.

The Santa Fe Opera

Lead Reader- Ms. Peña:
The application was thorough and had so much information that reading it gave a good picture of what occurs, what the facility looks like and who works there, how they work and what they do for Santa Fe, and the number of people both in and outside of Santa Fe and internationally that the Santa Fe Opera affects.

The Opera is applying for $800,000 for marketing and print and the annual economic impact is over $202 million. The venue pictures show the history of the Crosby Theater and how unique and celebrated the architecture is and many things stood out. There is a lot of draw, whether for the architecture, the opera, the location or the tours and the Opera facility is open and welcoming. The venue has bilingual screens in English and Spanish and the facility is climate controlled. The set, the costumes and the people are an added plus to the venue.

This summer the number of employees will grow to 700 with an audience of about 130,000, of which about 85,000 are from outside Santa Fe and international; proof of the Santa Fe Opera's impact with tourism.

Performers are from around the globe and are high quality and there are also apprentice performances. Santa Fe Opera has hosted some of the best in the world premiers. Their outreach is huge and they have award winning education programs such as the Young Technician and Young Voices and Young Musicians Programs. The ALTO program (Active Learning through Opera), is the current rage for kids to participate and not just be lectured to. The tours are open to everyone. There are community concerts and a Pueblo Opera Program and outreach is not just to kids or public schools, but also includes families.

Back-up Reader-Ms. MacDonald:
Alignment with policy planks-The Opera has the ability to cultivate the next generation of Opera appreciation and can provide opportunities for employment. Both the students and the population are exposed to the many different aspects of the Opera.

Other Comments:
The Santa Fe Opera is impressive and is in their 60th season, but even more impressive is that they have been deficient free every year since inception. The Santa Fe Opera is the only American company that has been nominated for an international opera award. The Social Media Bloggers Live night is great and brings in the community.

The organization is in the process of a big renovation to expand the front and double the space to operate behind the scenes and work should wrap up in 2017.

Mr. Rochester asked to comment directly to the applicant and said, "The application was flawless and everything that SFAC asked for was completed and accurate and the application fulfilled all of the criteria."

International Folk Art Alliance

Lead Reader-Ms. MacDonald:

The application was strong and detailed. The International Folk Art Alliance draws attendance not only from across the country, but the world. The summer event has over 200 artists this year and 40% are new. The Alliance is open and innovative and changes by bringing in new artists every year from over 60 countries.

Evidence of attraction of tourists- Last summer over 20,000 people attended the event with 60% from outside Santa Fe. The application excellently articulated the financial impact of the $11.3 million brought into the community and local economy.

Standards of administrative and artistic excellence- The Alliance's standards are high and the organization in terms of the diversification of income is stable.

Alignment with policy planks-The Alliance does a great job of promotion throughout the community and has a strong collaboration in the engagement of locals. They promote with art demonstrations that include international food and music. The artists who are invited to participate each year are selected by two panels and chosen on the quality of their art and diverse representation of art. With respect to youth and students, the Alliance has partnered with the Mandela International Magnet School that involves local youth ambassadors that bridges a gap between the international artists and the local Santa Fe middle and high school students.

Back-up Reader-Mr. Rochester:

The application was intriguing and he learned from reading it. He has heard for years that the event brings hundreds of thousands of people into the community, but that is not true. The application states 20,000 visitors actually attend the event and half are from Santa Fe.

The applicant did an excellent job of explaining the financial impact. Their advertising and general outreach was disappointing that there is no paid national or regional advertising. The Alliance relies on local ads only, free media and special interest journalism to bring people in from out of town. The Alliance does one media trip annually. They cited one magazine specifically, "D" Magazine, but he could find anything on the magazine.

Financially, the budget numbers were troubling. He understands that the organization is trying to build an $800,000 reserve, which may be the difference in the budget and why the numbers don't add up.

The artistic samples provided were disappointing. It is tough to provide artistic samples of the booths. They did provide video, but not a lot of pictures and as a reviewer that gets a little rote. He advised the applicant to reduce the amount of videos and add more pictures that can be

viewed quickly. The samples included however, were excellent.

Alignment with policy planks was very disappointing. They have downtown demonstrations but only for one day and a community celebration, but again only for one day a year. The GYAP program, although outstanding with the Nelson Mandela program for outreach with artists worldwide, is outside Santa Fe. That does not affect the community as the high schools that participate are in other parts of the world. The organization provides 500 free tickets to teachers in the community, which is awesome.

Point of clarification: The Mandela School is actually in Santa Fe, although outreach is not specific to Santa Fe schools.

Other Comments:
The free tickets for teachers extend an opportunity to not just the students, but teachers as well. The Alliance reported a deficient last year of $30,000 that was not explained in the narrative. It is not clear how that is being handled and how they hope to avoid a deficient again. The perception of visitors is huge, but there are only 8700 visitors from outside Santa Fe. The applicant is advised to review their advertising selections, because they bring a lot of artists to Santa Fe, but generate such a small number of visitors.

Point of Clarification: D Magazine is from Dallas. The ads were bought in the June travel issue.

Santa Fe Chamber Music Festival, LTD

Lead Reader-Mr. Lovato:
The request is for the Chambers 44th season of concerts to be held at the Lensic, St. Francis Cathedral and in Albuquerque, etc. The Santa Fe Chamber Music Festival reaches approximately 16,000 people between July and August. There are about 40 concerts held that includes three specially commissioned new works and youth concerts.

Education includes outreach to Santa Fe Public Schools and Pecos and the Santa Clara Pueblo. The Chamber brings not just the audience to Santa Fe, but a number of artists with their shows, which results in a more interaction with Santa Fe through the performers. Four interactive free concerts are offered for not only kids, but parents. The Music in the Schools program provides pre concert curriculum to music teachers of Santa Fe elementary schools and areas outside of Santa Fe. There are 90 concerts annually. The Strings in Our Schools program provides in school free bilingual violin instruction with loaned instruments for 80 elementary aged children.

Evidence of attraction to tourists- The festival does well to attract tourists for those already in Santa Fe and adds to the quality of Santa Fe's cultural landscape. The Chamber is active in a

national radio broadcast. They broadcast shows to a wider audience in cities like Chicago, which helps present Santa Fe in a positive light.

The Chamber marketing is very thorough and from the online section of their application is clear they are getting more sophisticated. They are streaming and broadcasting their concerts. They also offer free streaming of all past broadcasts and links to many of the artists' websites and WFMT radio network.

The Chamber plans to hire 80 artists, several of which are local, who also stay in Santa Fe.

The applicant did a good job in the economic breakdown of numbers. Interesting was the application statement that people who come to the festivals are more likely to stay to hear more than one concert and they stay more than one night in Santa Fe. The series gets people into town and spending money.

Back-up Reader- Mr. Rochester:
The applicant did a good job with the details of how they spend approximately $100,000 in marketing. That translates to about $2.4 million total impact from tourism. The applicant went out of their way to mention the amount of out of town donations they receive from people who attend their programs and then donate. That detail made the numbers believable. That people from out of town want to continue to be a part of the organization by donating is evident.

The Youth program is outstanding. The application overall is exceptionally well written.

Other Comments:
The Chamber is working to cultivate the next generation of people who are interested in chamber music and/or the arts. Although the event is for two months in the summer, the organization works throughout the year with youth in the community. The lesson plan submitted with the application was appreciated and solidifies what the Chamber shares with the teachers. The funding is specifically requested for the national radio broadcast, which will enrich the experience. The Chamber's outreach through streaming stands out. The application mentions that the organization is continually reviewing their advertising media and culling the media results. The organization is 11 years old and has a surplus and no debt.

School for Advanced Research

Lead Reader-Mr. Rochester:
Evidence of attraction of tourists- The application was confusing and at one point states the School for Advanced Research (SAR) gets 2900 visitors. Later 1000 and 4400 is quoted, so there

are different numbers throughout the application. SAR is clear that they want to use the money from the grant to increase the number of visitors to their facility and exhibits.

The School has national advertisement campaign plans for print and radio and has contracted a publicist to work with them on the changes, which is great. The number of prints and handouts were low compared to other organizations, but coincide with their current attendance. That can be seen as positive that they are not over spending or doing something unrealistic.

Standards of administrative and artistic excellence- Actual impact numbers were not provided as to how they affect tourism, which is what this grant is about. Detailed numbers, even if they were projections, would have been good to have.

The financials and back materials provided were fine, but what stood out that was exciting was the diversity within the organization of the staff and the board. The Native American and Hispanic/Latino representation and broad diversity, given their mission and foundation and what they provide, is important.

Outreach was lacking. This is an outreach organization and SAR was founded on outreach and that is their mission. The lack of outreach was disconcerting. The application states that Fridays are available for public schools by appointment and must be arranged in advance. The number of visitors SAR gets on a Friday was not clear and would have been helpful to know. Fridays means that roughly 50 times a year a school can visit the organization. The facility is small and it is unclear how many classes the facility can provide for at the same time on a Friday afternoon.

The speaker series mentioned is great and something the community loves and has proved to be successful in the community, but details were not provided. What is the speaker series; who are the speakers; how often are the series done and where are they held? The application leaves a lot of assumptions on the number of people the organization reaches.

Back-up Reader-Mr. Lovato:

The application contains a lot of passive language regarding the activities. The tone of the application is *"if we build it they will come"*. It would have been helpful to see language that shows teeth in outreach and programming. The plan to revive and promote the content of their cultural website Southwest Crossroads is great. The educational website was created to engage learners of all ages about the rich history of the Southwest and historic photographs are the primary source documents.

Alignment with policy planks-The organization serves a specific group; educated, academics and people with a deep love of New Mexico's land, culture, people and history. He would like the organization to go beyond their focus group and develop plans for outreach to other populations.

Advertising includes a reasonable mix of advertising outreach, including PBS and there is a lot of potential through the development of the cultural website and social media.

Other Comments:
The financials show some of the funding will be allocated to other than marketing, PR and advertising.

***Note to Applicant*: If this applicant is funded they will need to revise their project description and budget to remove the expenses for travel.**

Applicant Clarification: School groups can visit anytime during the week; Friday is open for public tours.

VI. CLOSING COMMENTS

Ms. Garcia y Griego thanked the panel for the work. She said the panel members worked great as a team and did an outstanding job. She said all of the applications have received a complete review of criteria. She thanked the stenographer and Mr. Tennyson for his wonderful online system and all of his work.

She explained the scores will be tallied and ranked. A subcommittee will develop funding recommendations that will move forward to the Arts Commission and ultimately to City Council. The process takes a little over a month and the panel will be sent the final results.

She asked panelists to refer questions regarding the application review, the status of an application, or the process itself, to Mr. Tennyson or her and they will respond.

Ms. Garcia y Griego said the Arts Commission has spent the past year reworking the categories. There were two Lodgers Tax categories in the past; one for organizations a couple of years old and the other for everyone else. She said the applications reviewed today would have in the past, been reviewed along with tiny companies. The redesign of the process has been done to make the process better for everyone involved, whether reviewers, organizations or staff. She said the content of the application has been changed along with criteria and this is a whole new process.
Ms. Garcia y Griego invited panelists with thoughts about any part of the process, online reviews, criteria, panel review, etc., to share those with her via email. The Santa Fe Arts Commission has always appreciated their input, but this year in particular the panel input is important.

VIII. **ADJOURNMENT**

Having no further business to complete, the meeting adjourned at 11:40 a.m.

Approved by:

Bryan Chippeaux, Chair,
Santa Fe Arts Commission

Submitted by:

Charmaine Clair, Recorder