AGENDA City of Sedona Tourism Advisory Board (TAB) Meeting

City Council Chambers - 102 Roadrunner Drive, Sedona AZ

Wednesday, October 2, 2024 — 3:00 P.M.

NOTICE:

Pursuant to A.R.S. 38-431.02 notice is hereby given to the members of the Tourism Advisory Board and the general public that the Tourism Advisory Board will hold a public meeting in the Council Chambers at City Hall at 3:00 P.M. on Wednesday, October 2, 2024.

NOTES:

- · The meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations are available upon request. Please call (928) 282-3113 at least 48 hours in advance.
- · Tourism Advisory Board agenda packets are available at the City's website: SedonaAZ.gov/TAB.

GUIDELINES FOR PUBLIC COMMENT:

PURPOSE:

- To allow the public to provide input to the Tourism Advisory Board on a particular subject scheduled on the agenda.
- · Please note that this is not a question/answer session.

PROCEDURES:

- · Fill out a "Comment Card" at the chamber entrance and deliver to the Recording Secretary.
- · State your name and city of residence when you are called on at
- · Limit comments to three minutes.
- · Submit written comments to the Recording Secretary.

- CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL
- ANNOUNCEMENTS AND SUMMARY OF CURRENT EVENTS BY BOARD MEMBERS **AND STAFF**

CONSENT ITEMS

- Minutes from Wednesday, September 4, 2024 meeting
- PUBLIC FORUM: This is the time for the public to comment on matters not listed on the agenda. The Tourism Advisory Board may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. 38-431.01 (H), action taken as a result of public comment will be limited to advising staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.

REGULAR BUSINESS

- State of Sedona tourism research update
- Sedona destination marketing campaign and branding update b.
- c. Presentation of the Sedona Visitor Center budget
- TAB input on priority recommendations to enhance visitor services in Sedona

FUTURE MEETING DATE

Wednesday, November 6, 2024 - 3:00 P.M.

- State of Sedona tourism research update
- Sedona Tourism Marketing Plan update b.
- c. TAB input on priority recommendations to enhance visitor services in Sedona

EXECUTIVE SESSION

- Upon a public majority vote of the members constituting a quorum, the Board may hold an Executive Session that is not open to the public for the following purposes:
 - To consult with legal counsel for advice on matters listed on the agenda per A.R.S. 38-431.03 (A)(3).
 - Return to open session. Discussion/possible action on executive session items.

ADJOURNMENT

Physical posting by: Thursday, September 26, 2024 By: DJ

Tourism Advisory Board Meeting Agenda Packets are available on the City's website at SedonaAZ.gov/TAB or in the City Manager's Office, 102 Roadrunner Drive approximately one week in advance of the meeting. Note that members of the City Council and other City Commissions and Committees may attend the Tourism Advisory Board meeting. While this is not an official City Council meeting, because of the potential that four or more Council members may be present at one time, public notice is therefore given for this meeting and/ or event.



ACTION MINUTES

City of Sedona Tourism Advisory Board (TAB) Meeting City Council Chambers - 102 Roadrunner Drive, Sedona AZ

Wednesday, September 4, 2024

1. Call to Order | Pledge of Allegiance | Roll Call

Vice Chair Fitzgibbons called the meeting to order at 3:00 p.m.

Board Members Present: Vice Chair John Fitzgibbons, Alisha Hansen, Althea Johnson, Richard Kepple, Randy McGrane, Frances Riemer, Bob Pifke

Board Members Absent: Chair Dave Price, Danielle Sonn, Craig Swanson, Renee Taylor

Staff Present: Communications Director Lauren Browne, Tourism Manager Andrew Grossmann

Announcements and summary of current events by board and staff 2.

The Sedona Tourism Plan 2024-2025 is now final and has been published on the City of Sedona website www.sedonaaz.gov/home/showpublisheddocument/52314/638610485379872023

Approval of the following minutes 3.

The minutes for Wednesday, August 7 were approved by unanimous consensus.

Public Forum 4.

Spring Graf, VOC resident, spoke on behalf of Volunteer Sedona.

5. **Regular Business**

- a. Vote on new TAB leadership
 - i. Vice Chair Fitzgibbons was elected unanimously as the new Chair.
 - ii. Althea Johnson was elected unanimously as the new Vice Chair.
- b. State of Sedona tourism research update. Data reviewed by Grossmann.
- c. Additional TAB input from last month's Visitor Services discussion led by Browne.
- d. TAB input on priority behaviors to address through educational messaging. Discussion and brainstorming session led by Grossmann.
- e. Update on Sedona marketing plan, brand, and AOT Rural Co-Op award update, led by Grossmann.

6. Future meeting dates and agenda items

Wednesday, October 2, 2024

- a. State of Sedona tourism research update
- b. Update on the Sedona branding initiative
- c. Review Sedona Visitor Center budget
- d. TAB input on priority recommendations to enhance visitor services in Sedona

7. **Executive session**

Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

- To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3). a.
- Return to open session. Discussion/possible action on executive session items. b.

6. **Adjournment**

Chair Fitzgibbons adjourned the meeting at 4:56 p.m. without objection.

I certify that the above are the true and correct actions of the Tourism Advisory Board Meeting held on September 4, 2024.

Andrew Grossmann, Tourism Manager	Date





Monthly Summary Report August 2024



Tourism Market Indicators

August 2024

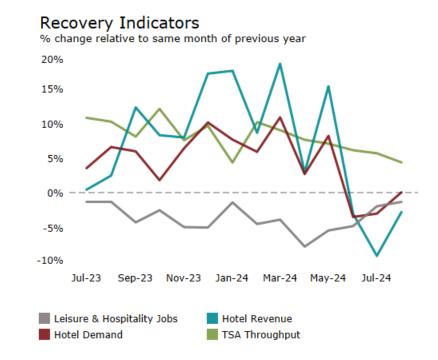
Demand for Sedona hotels increased by 0.2% for the month of August, helping the market to end at 54.4% occupancy. The Village of Oak Creek had a 4.1% increase in demand to end at 55.5% occupancy this year. Both markets decreased in ADR, Sedona by 2.8% and Oak Creek by 6.8%. Short term rentals also showed increased demand for the month to end at 34.4% occupancy in the City of Sedona.

Rates in the market decreased for both types of lodging at -2.8% YOY to \$244 among hotels and -2.4% YOY for short term rentals to \$279. The decreases particularly in ADR for both caused declines in revenue by -2.7% YOY to end at \$8.9M in hotel revenue, while short term rentals increased 22% YOY to end at \$843K in revenue.

Booking pace through the end of the year is strong with demand ahead of pace each month. October demand is up 12.1% and November is showing a 16.5% increase in demand as of mid September.

US hotels in August signaled increases over the previous year - occupancy of 66.9% grew 1.5%, while ADR and RevPAR increased 2.3% and 3.9%, respectively. Top 25 Market occupancy was led by New York City (87.3%, up 5.2% YOY), with New Orleans (54.1%) and Phoenix (58.4%) registering the lowest.

Oxford Economics models predict lower odds of a recession currently than one year ago, supported by an encouraging employment report, solid gains in retail sales, and a rebounded of industrial production, despite the labor market's slowed momentum of late.









34.5%

Short Term Rental Occupancy

13,4% YOY



\$842.98K

Short Term Rental Revenue ▲ 22.0% YOY

4

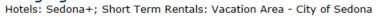
Lodging Summary August 2024

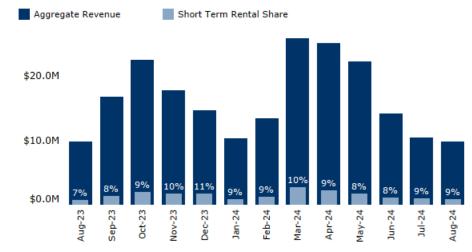


August 202						
	Compare to Previous Year	Location Hotels Sedona+		Location Short Term Rentals Vacation Area - City of Sedona		Methodology Code pro
Aggregated Lodging Performance Source: STR & KeyData						
Aug 2024	Occupancy 52.0%	ADR \$246.42	RevPAR \$128.23	Supply 75.8K	Demand 39.4K	Revenue \$9.7M
YOY % Change	0.6%	-2.6%	-2.1%	1.1%	1.7%	-0.9%
CYTD 2024	65.9%	\$336.27	\$221.46	589.1K	387.9K	\$130.4M
CYTD YOY % Change	3.4%	2.8%	6.2%	0.7%	4.1%	7.0%
Hotel Performance Source: STR	(Sedona+)					
Aug 2024	Occupancy 54.4%	ADR \$243.73	RevPAR \$132.49	Supply 67.0K	Demand 36.4K	Revenue \$8.9M
YOY % Change	0.2%	-2.8%	-2.7%	0.0%	0.2%	-2.7%
CYTD 2024	67.7%	\$334.07	\$226.23	524.7K	355.3K	\$118.7M
CYTD YOY % Change	3.4%	3.1%	6.6%	0.4%	3.8%	7.0%
Short Term Lodging (Vacation Area - City of Sedona) Source: KeyData						
Aug 2024	Adj. Paid Occ. 34.4%	ADR \$278.86	Adj. RevPAR \$95.80	Supply 8.8K	Demand 3.0K	Revenue \$843.0K
YOY % Change	13.0%	-2.4%	10.3%	10.7%	25.0%	22.0%
CYTD 2024	50.7%	\$360.17	\$182.52	64.4K	32.6K	\$11.7M
CYTD YOY % Change	3.9%	-1.3%	2.6%	3.5%	7.5%	6.1%



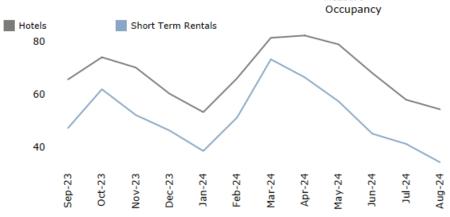
Lodging Revenue & Contribution





Occupancy

Hotels: Sedona+; Short Term Rentals: Vacation Area - City of Sedona Last 12 Months Measure



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Hotel Review

August 2024



Sedona+ Hotel Performance

Calendar Year-to-Date Performance Sedona+

Occupancy 67.7% +3.4% ADR **\$334** +3.1% RevPAR **\$226** +6.6% Supply **524.7K** +0.4% Demand 355.3K +3.8% Revenue **\$118.7M** +7.0%

Village of Oak Creek+ Hotel Performance

Calendar Year-to-Date Performance Village of Oak Creek+

Occupancy 63.4%

-3.1%

ADR **\$203** -4.2% **\$129** -7.2% Supply 188.3K -0.1% Demand 119.5K -3.2% Revenue \$24.3M

-7.3%

Monthly Performance

	OCC	% CHG	ADR	% CHG	RevPAR	% CHG
Jun	68.0%	-3.4%	\$292	+0.5%	\$199	-2.9%
Jul	58.0%	-2.9%	\$241	-6.3%	\$139	-9.0%
Aug	54.4%	+0.2%	\$244	-2.8%	\$132	-2.7%

Monthly Performance

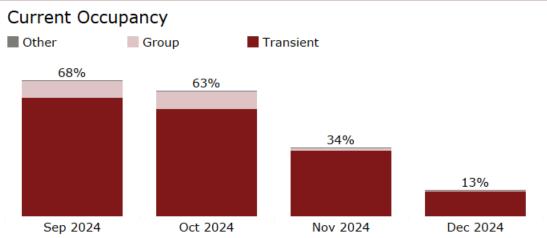
	OCC	% CHG	ADR	% CHG	RevPAR	% CHG
Jun	67.2%	-2.1%	\$185	-9.9%	\$124	-11.8%
Jul	61.7%	-4.8%	\$162	-10.7%	\$100	-14.9%
Aug	55.5%	+4.2%	\$157	-6.8%	\$87	-2.9%

Hotel 4 Month Outlook

Data for zip code 86336



Occupancy as of 9/25/2024



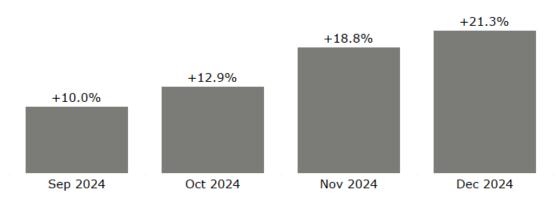
Bookings by Segment

	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Transient	14.7K	13.7K	8.1K	3.2K
Group	2.2K	2.4K	429	82
Other	15	5	22	6
Total	16.9K	16.1K	8.5K	3.3K

Rooms Booked

Booking Pace

Total Rooms Booked vs. Same-Time-Last-Year



YOY % Change

	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Transient	+6.7%	+17.6%	+21.5%	+19.9%
Group	+46.5%	-3.1%	-6.3%	+1,950.0%
Other	-85.3%	-96.4%	-69.0%	-83.3%
Total	+10.0%	+12.9%	+18.8%	+21.3%

Visit Sedona Spending Summary

Period: August 2024



Date August 2024



\$4.5M Card Spend

-9.1% vs. Previous Year



28.8K Cardholders

-10.1% vs. Previous Year



\$155 Avg. Spend per Cardholder

+1.1% vs. Previous Year



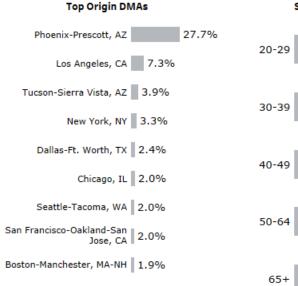
65.9KTransactions

-13.4% vs. Previous Year

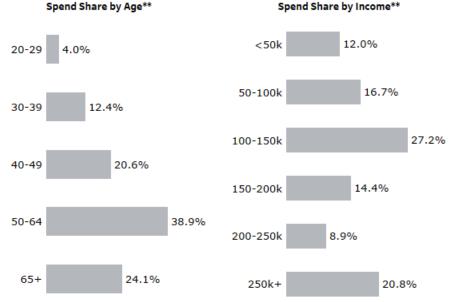


\$68Avg. Spend per Transaction

+4.9% vs. Previous Year

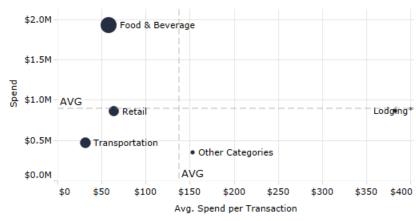


Philadelphia, PA 1.7%



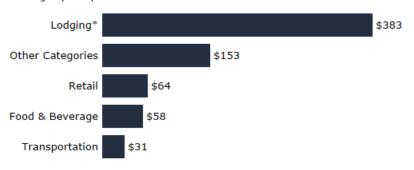
Spending vs. Avg. Spend per Transaction

Size of bubble denotes number of transactions



Spending Categories

Average spend per transaction



Avg. Spend per Transaction

Overnight Visitor Profile: Sedona

August 2024

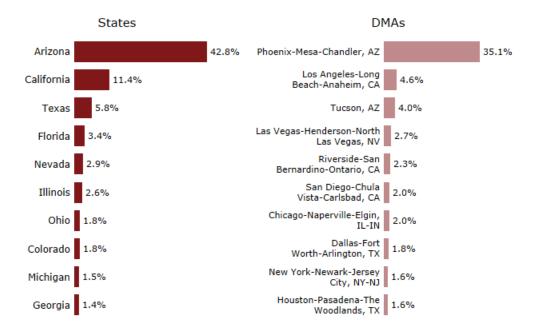


August 2024 Domestic Visits

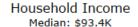


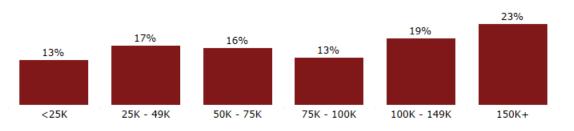


Top Origin Markets

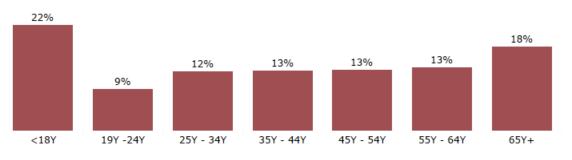


August 2024 Domestic Visitor Origin Characteristics

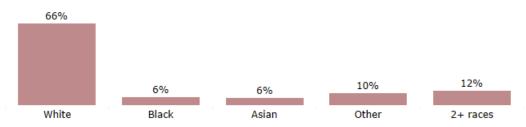




Age



Race



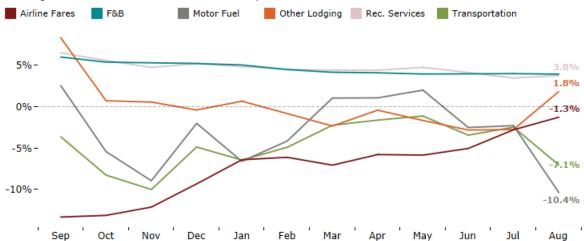
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US Travel Trends

CHI ARIGH



% Change Relative to Same Month in Previous Year | Last 12 Months



Source: U.S. Travel Association via U.S. Travel Recovery Tracker

Travel Spending (% change vs 2019)

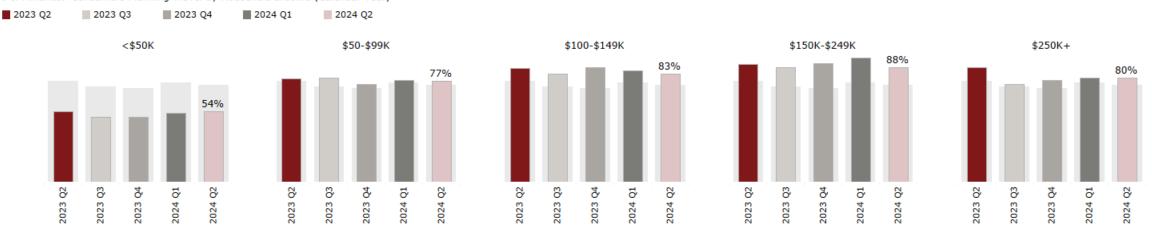




Source: Tourism Economics via U.S. Travel Recovery Tracker

Planning Leisure Travel Within the Next 12 Months

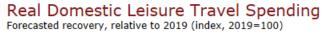
% of American Consumers Planning Travel by Household Income (Calendar Year)

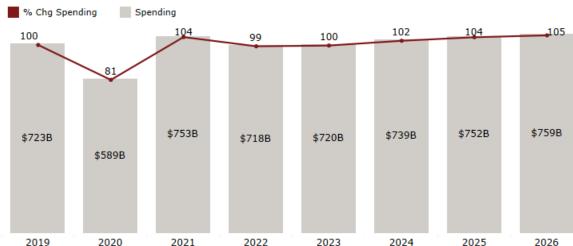


Note: Light gray bars represent the average for all survey respondants Source: MMGY Global's Portait of American Travelers

Domestic Travel Forecast

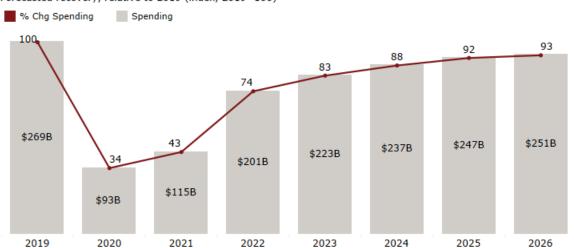






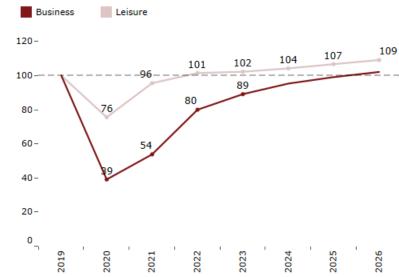
Real Domestic Business Travel Spending

Forecasted recovery, relative to 2019 (index, 2019=100)



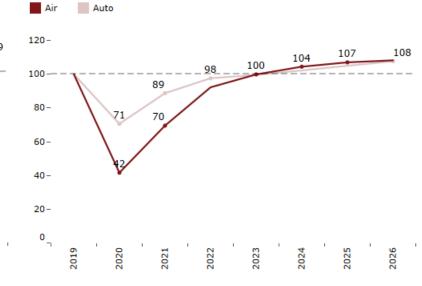
Leisure vs. Business Travel Volume

Forecasted recovery, relative to 2019 (index, 2019=100)



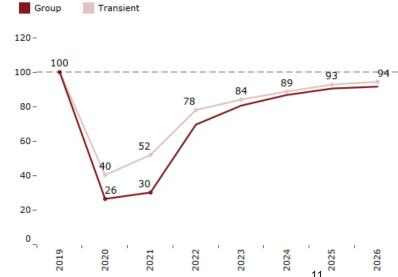
Auto vs. Air Travel Volume

Forecasted recovery, relative to 2019 (index, 2019=100)



Group vs. Transient Travel Spending

Forecasted recovery, relative to 2019 (index, 2019=100)



Staff Report

Sedona Destination Marketing Campaign and Branding Update



Meeting Date: Oct. 2, 2024

Board: Tourism Advisory Board

Project Summary: Review of the summer destination marketing campaign results, branding

concepts and winter/recurring destination marketing concepts.

Action Requested: Provide feedback on materials listed above.

Staff Recommendation: n/a

Report Prepared By: Lauren Browne, Communications Director

Attachments:

1. Exhibit A: Logo and taglines......Attachment 1



PROJECT DESCRIPTION

Review the summer 2024 destination marketing campaign results, branding concepts and winter 2024/recurring destination marketing campaign concepts.

BACKGROUND AND EXPLANATION

Three big items are ready for input from the Tourism Advisory Board.

First, the City executed a Summer 2024 destination marketing campaign, in which \$105,000 was spent on advertising in a digital-only campaign via website, social media and paid search advertising, with a campaign theme of Embrace the Moment. Including ad placement fees, \$80,000 was spent on attribution-based advertising, \$20,000 was spent on Meta advertising and \$5,000 was spent on paid search advertising. The links in the ads drove website traffic to a campaign landing page on ScenicSedona.com. The goal of the campaign was to deliver a positive Return on Ad Spend (ROAS) and show direct attribution from the marketing dollars and how those dollars resulted in driving hotel stays and broader economic impact.

We ran two concurrent campaigns from June 1 to August 31: an attribution-based, digital ad campaign to drive visitation and a social media educational campaign in-market (25-mile radius) and Phoenix. The messaging in the attribution-based ads centered around stewardship with messages like: Genuine, Inspired, Embrace the Moment. The social media ads had more directive language that encouraged responsible and respectful visits: Be Aware, Be Informed, Be in the Moment.

The campaign placed attribution-based ads in the following markets, which were based on past summer visitation, lift from the Phoenix airport, and spending trends:

- Phoenix
- L.A.
- Tucson
- San Diego
- New York
- Chicago
- Seattle Denver
- San Francisco
- Las Vegas

There are two different attribution reports: one shows the visits to the destination from people who saw the ads, and the other shows hotel stays in the destination from people who saw the ads.

Here are the attribution results for *visits* to the destination from 6-1-24 to 8-31-24. Note that with an average spend of \$190 per day, the estimated economic impact is \$2,126,860:

Destination

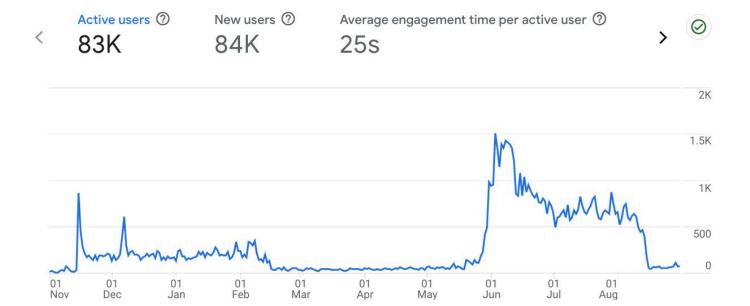
	Total Trips/Visits 11,194	Top DMAs	♦ Share	Avg Length of Stay
Total Visitor Days Observed 18,630	•	Phoenix -Prescott	50%	1.6 Days
	Los Angeles	15.8%	1.7 Days	
	Est. Average Length of Visit 1.7 Days	Tucson -Sierra Vista	9.8%	1.7 Days
Est. Campaign Impact \$2,126,860	Est. Campaign Impact	Las Vegas	5.1%	1.7 Days
		San Diego	4.5%	1.8 Days

Here are the attribution results for *hotel stays* in Sedona from 6-1-24 to 8-31-24. Note that with the average daily room rate this summer at \$261, the estimated economic impact is \$2,932,335:

Hotels **Total Trips/Visits** Ф 6.095 **Top DMAs** Share Avg Length of Stay Est. Room Nights Observed Phoenix -Prescott 57% 1.7 Days 11,235 Los Angeles 13.5% 1.9 Days Est. Average Length of Visit 1.8 Days 7.8% Tucson -Sierra Vista 1.9 Days Las Vegas 4.7% 1.9 Days Est. Campaign Impact \$2,932,335 San Diego 4% 2 Days

Looking at the campaign's total economic impact of \$5,059,197 this gives a ROAS of 67:1. Additionally, the estimated sales and bed tax received back to the City from the campaign is \$279,703.45, or a return on tax investment spend of 3.7:1.

Regarding website traffic metrics on ScenicSedona.com, which is where the links in the ads pointed to during the campaign, there were 83,000 active users. In this chart note the uptick during winter and summer destination marketing campaigns:



Regarding social media metrics on Meta, there were 2,752,185 impressions and almost 42,000 link clicks on Scenic Sedona social media accounts. There were 439,219 engagements, 1,176,184 video views, 6,601 reactions, 977 shares, and 324 comments. The click-through rate (CTR) was 1.52% and the cost per click (CPC) was \$.45. The industry benchmarks for CTR are .90% and for CPC are \$.63.

Regarding paid search, there were 237,361 impressions with 11,319 link clicks. This is a CTR of 4.77% and a CPC of \$.40. The industry benchmarks for CTR are 4.68%, with a CPC of: \$1.53.

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Second, the City hired DVA to conduct a branding effort for the Tourism Program. The results of this work will define how the Tourism Program is presented to the world, including a logo, tagline, style guide, etc. The draft logo and tagline options are now ready for feedback from the TAB, and once input is received, the full brand deliverables will follow. The final logo will be used on all destination marketing and stewardship outreach work including the website, advertising, community and stakeholder communications, etc.

Staff started this process in February by developing the Brand Description below:

There's no place else quite like it. Instantly recognizable. Profoundly captivating. The immensity of Sedona's natural beauty evokes feelings of wonder and connection.

For generations, and for countless years before the earliest Indigenous People inhabited Sedona, the towering red rocks, infinite dark skies, and prolific juniper, pine, and cypress trees have stood the test of time. From exhilarating to tranquil, Sedona's combination of natural wonders, spiritual energy, and artistic allure combine to foster a stronger sense of community, a greater sense of place, and a more intimate connection to the land.

In town, a lodging, dining, shopping, arts, and culture scene rivals that of cities many times its size, yet somehow Sedona manages to retain its endearing character and enduring charm. But that's exactly the beauty of Sedona. Here, residents, visitors, and a thriving business community embrace their place within a vibrant tapestry of community and nature.

There's also no place more precious. Silent, fragile, and vulnerable. There's only one Sedona, and how we care for, treat, and respect it today will determine its viability – and livability – for future generations. This land, this town, and the very fabric of Sedona have been entrusted to us. Residents and visitors alike, we are all stewards of this sanctuary.

Nowhere do so many pieces fit so perfectly together as they do right here. A special place to love, respect, cherish, and protect – and to live, work, and visit.

There never has been – and there never will be – another place quite like it. Sedona.

Currently, staff are exploring two different taglines:

- <u>Sedona: Refine Desert</u>. This tagline speaks to the feeling that Sedona's desert truly is the best kind of desert. It's high desert, but not too high and not too low in elevation; it's filled with vegetation not normally seen in a desert; it's surprising how lush it is; and there's more to do than imagined. Because of this, here in Sedona, we're redefining what desert means.
- <u>Sedona: Stay Inspired</u>. This tagline speaks to the emotional needs of the visitor. It's about taking the feelings of inspiration, connection to the land, adventure, novelty, etc. with you when you leave here, because anyone who comes to Sedona is changed forever. There's also subliminal messaging in getting you to stay in Sedona, whether that be in a hotel, in a restaurant, a gallery, etc.

In Exhibit A, see the two taglines, under four logo executions. The goal is for the TAB to have a consensus around their favorites to recommend to City Council.

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Last, as an extension of the brand, draft destination marketing campaign concepts are being considered for us to use during successive destination marketing campaigns, with this year's Winter campaign as the first execution. The paid advertising strategy to execute the campaign is still being developed and will be complete before the plan goes before City Council at an upcoming meeting.

In Exhibit B, see the three campaign options with a combination of logos and taglines used.

Concept one is a familiar one: it is the Be in the Moment campaign that was executed during the recent Summer stewardship bridge campaign. The concept is rooted in stewardship and emphasizes the importance of experiencing places like Sedona without the distractions of social media trends, allowing individuals to forge genuine connections with their surroundings and live fully in the present. This in turn can create a deeper respect for natural places and the local community while encouraging better habits.

Concept two is Explore in Color. The concept highlights the range of experiences Sedona offers, all wrapped in the vibrant, vivid colors of its natural beauty. Drawing from the rich spectrum of colors in Sedona's landscape—fiery reds, deep oranges, soft purples, and brilliant blues—the campaign uses these gradients to represent the full spectrum of life: from outdoor adventure to spiritual discovery, relaxation, and cultural enrichment.

Concept two also features a specific color treatment in the visuals, enhancing the theme and playing into the idea of coming to Sedona to explore the full spectrum of color. The stewardship message is more covert, and would rely on filling in the Explore: _____ directive with stewardship themes and the campaign landing page to enforce this topic. For example, Explore: the trail less traveled.

Concept three is running with one of the tagline options: Redefine Desert. This concept challenges the viewer to redefine their preconceived notions of the desert in general and Sedona in particular. It shows the viewer a different version of the desert than they may used to: the images and graphics break the frame, while the directive to redefine something can range from inspirational topics like yourself and discovery to specific aspects of the Sedona culture like nightlife, family time and stopping to smell the roses. Depending on what words comes after Redefine: ______, a stewardship message can be interwoven into campaigns, in addition to the word redefine itself signifying a change in behavior than what the visitor is used to. For example, Redefine: Responsibility.

NEXT STEPS

The City Council will be presented with the summer destination marketing campaign results, Tourism Program branding concepts and winter/recurring destination marketing campaign concepts and paid advertising plan at a Council meeting in November. The input and recommendations from the Tourism Advisory Board will be given to City Council at that time.

Logo Concepts

There are two tagline options that reflect the brand work done to date. They are presented in logo form with the destination and tagline.

Once complete, the final logo will be used on all destination marketing and stewardship outreach work including the website, advertising, community and stakeholder communications, partner marketing, etc.

Option 1a

- Handmade calligraphic lettering speaks to the hands-on nature of Sedona's craftsmen & artists
- Inspired by the current mark, but modernized
- Ownable typography















Option 1b

- Handmade calligraphic lettering speaks to the hands-on nature of Sedona's craftsmen & artists
- Inspired by the current mark, but modernized
- Ownable typography















Option 1c

- Handmade calligraphic lettering speaks to the hands-on nature of Sedona's craftsmen & artists
- Inspired by the current mark, but modernized
- Ownable typography















Option 2

- A more delicate, unexpected and even romantic expression
- High contrast between thin and thick strokes (delicate vs bold, adventurous vs recognizable)





Sedona stay inspired

Sedona stay inspired

Schona redefine desert

Schona redefine desert



Option 3

- Type offers a more refined, artful yet contemporary representation of the spirit of Sedona
- Elegant sharpness in expression while conveying a beautiful organic feeling















Option 4

- Type inspired by the natural and raw beauty of rock formations
- Friendly and inviting
- A stroke through the mark evokes the sense of the Sedona skyline without being explicit (ie - "Redefine")

SEDORA stay inspired



SEDORA stay inspired



SECORA redefine desert





Logos with: Redefine Desert







1a 1b 1c







2

Logos with: Stay Inspired







1a

1b

1c



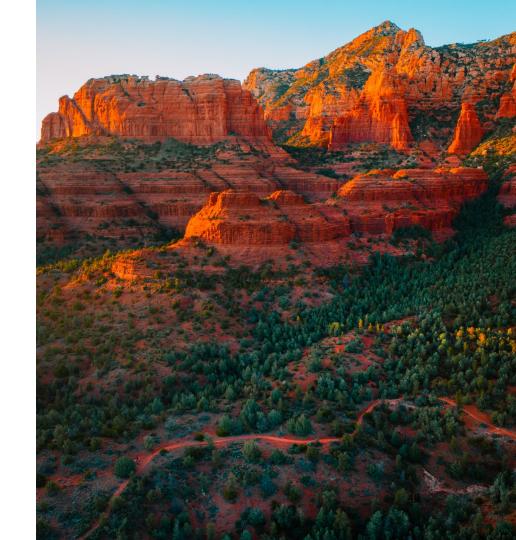




Sedona

Concept Development | 2024





Concept 1

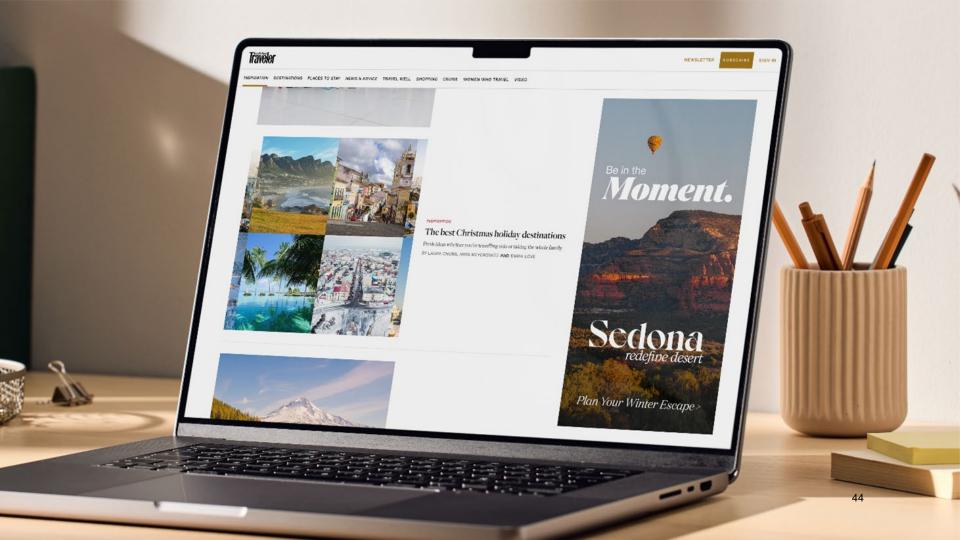
Concept Be in the Moment













Be in the Contact of the Contact of

Scdona redefine desert

ScenicSedona.com

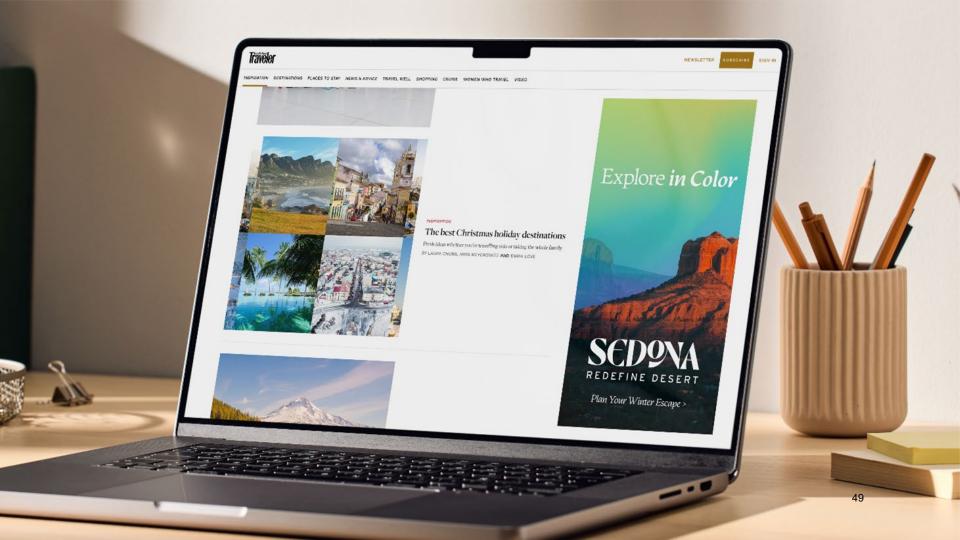
Concept 2

Explore in Color

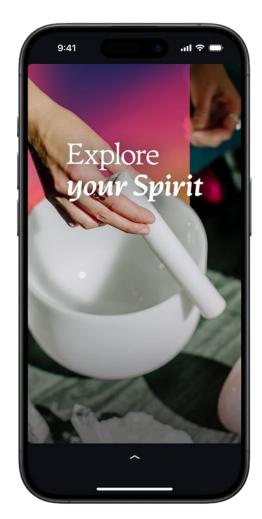
This concept highlights the range of experiences Sedona offers, all wrapped in the vibrant, vivid colors of its natural beauty. Drawing from the rich spectrum of colors in Sedona's landscape—fiery reds, deep oranges, soft purples, and brilliant blues—the campaign uses these gradients to represent the full spectrum of life: from outdoor adventure to spiritual discovery, relaxation, and cultural enrichment.

The concept ties together the vibrant visual landscape with the emotional spectrum of joy, clarity, awe, and rejuvenation, offering visitors an unparalleled journey where every shade of Sedona reveals something new.













Explore in Color

SEDONA REDEFINE DESERT

ScenicSedona.com

Concept 3

Redefine Desert

This concept invites the viewer to redefine their preconceived notions of the desert in general and Sedona in particular. To challenge, reimagine and rethink what the area has to offer. We show images breaking the frame, words highlight experiences and a graphic element that speaks to long held traditions.

Through all these elements we can position Sedona as a different kind of desert, a different kind of experience. One to be valued.











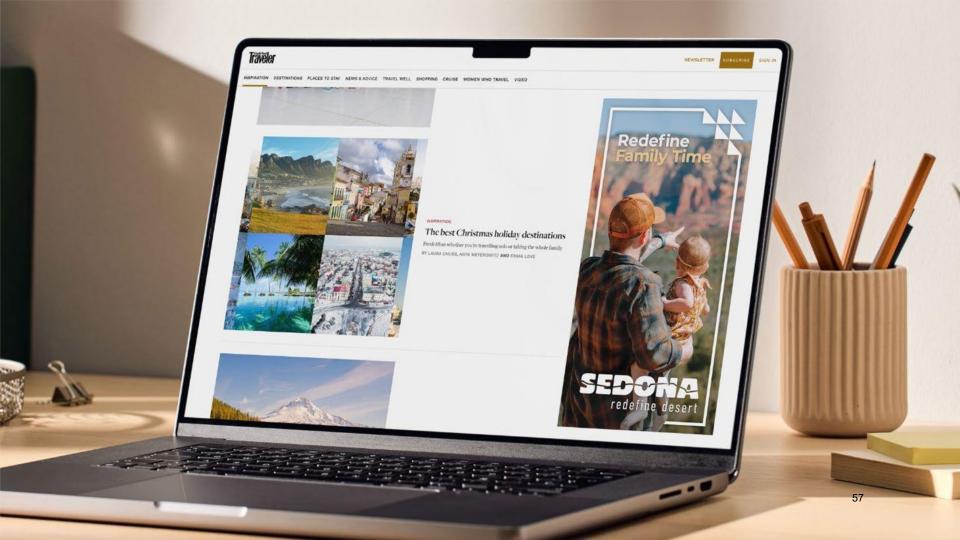




17

Note:

Option 1 features a slightly shrunken down pattern from what was seen before, in an effort to allow messaging to stand out.















Staff Report

Sedona Visitor Center Budget



Meeting Date: Oct. 2, 2024

Board: Tourism Advisory Board

Project Summary: Review of the Sedona Visitor Center Fiscal Year 2024 and Fiscal Year 2025

budget.

Action Requested: Provide feedback on topic listed above.

Staff Recommendation: n/a

Report Prepared By: Lauren Browne, Communications Director

Attachments: Page

2. Exhibit B: Fiscal Year 2024 Budget and Actuals and Fiscal Year 2025 BudgetAttachment 2



PROJECT DESCRIPTION

Review of the Sedona Visitor Center Fiscal Year 2024 and Fiscal Year 2025 budget.

BACKGROUND AND EXPLANATION

Visitor services are a major component of destination marketing and management. Sedona currently offers a broad range of visitor services that include digital information on ScenicSedona.com, educational videos that are featured in the Sedona Shuttle service, and the in-person experience at the Sedona Visitor Center. It can also include a digital Visitor's Guide, which will be developed by the end of this fiscal year, or digital kiosks that could be installed outside the Sedona Visitor Center and at other key locations within city limits, which are being considered by the Tourism Advisory Board (TAB) for Fiscal Year 2026. A coordinated, thoughtful visitor services strategy provides visitors with a consistent message on how the destination is represented and is one of the best ways to encourage responsible and respectful behaviors.

The Sedona Visitor Center is a primary focus of the City's visitor services strategy. Staff and Chamber of Commerce and Tourism Bureau President and CEO Michelle Kostecki compiled information regarding the current budget and operations, with the goal of being able to have a discussion on these items with the TAB. Having a better understanding of the Visitor Center budget is one component of having all the background necessary to ultimately make a formal recommendation in December to City Council on a visitor services strategy for Fiscal Year 2026.

The prior fiscal year's (Fiscal Year 2024) fourth quarter report for the Visitor Center is Exhibit A. The Fiscal Year 2024 budget, Fiscal Year 2024 actuals, current Fiscal Year 2025 budget are in Exhibit B. Fiscal Year 2024 actual numbers came in lower than the proposed budget primarily due to less bathroom cleaning, less maps ordered, and moving a senior staff member away from having Visitor Center responsibilities.

The City's financial contribution to funding the Visitor Center budget in both Fiscal Year 2024 and 2025 is 80% of the total budget. The Chamber Board will be discussing at an upcoming meeting the potential for continued Chamber funding at 20% for Fiscal year 2026.

NEXT STEPS

Staff is aiming to have consensus from the Tourism Advisory Board in December on a visitor services strategy, including funding and contract recommendations for the Visitor Center in Fiscal Year 2026.

September 3, 2024

Anette Spickard

City Manager, City of Sedona

RE: SCC&TB Quarterly Report for the Uptown Visitor Center – Final Report for Q4

Following is KPI data for the Uptown Visitor Center for April through June 2024. As you'll see highlighted below, we either exceeded or nearly met our annual goals.

Key Performance Indicators				
	April	YTD	Annual Goal	% of Target
Visitors assisted in-person	22,486	127,175	150,000	85%
Visitors assisted electronically or telephonically	792	5,700	7,500	76%
	May	YTD	Annual Goal	% of Target
Visitors assisted in-person	17,214	144,389	150,000	96%
Visitors assisted electronically or telephonically	783	6,483	7,500	86%
	June	YTD	Annual Goal	% of Target
Visitors assisted in-person	12,330	156,719	150,000	104%
Visitors assisted electronically or telephonically	563	7,076	7,500	94%

Page 2 is a summary of the monthly city funding invoices for the year ended 06/30/24. The summary compares the invoiced amounts to the FY24 operating budget amounts. In total, invoiced amounts represent 70% of the annual budgeted amounts. The summary includes explanatory comments for under budget line items.

Also included are results of visitor center customer satisfaction surveys. The April through June responses are based on a survey embedded in the monthly Consumer eNewsletter.

CPA Agreed Upon Procedures for FY24 Monthly Invoices status – Robert Synder (Snyder & Brown CPAs PLLC, Tempe, Arizona) is to prepare an engagement letter for performing the procedures listed on page 3. During August and early September, Gary Stewart will prepare and assemble the information needed to perform the procedures. The target completion date for receiving the CPA report is 9/30/24.

We are happy to answer any questions you may have. Thank you for our partnership.

	Visitor Center City	of Sedona	a Funding	g - Year	Ended 06/30/24
	Monthly Invoices		Vs. Bu	dget	
		Year Ended 06/30/24	FY 6/30/24 Budget	% of Budget	Comment
1	Building & Grounds Maintenance	39,345	60,000	66%	Didn't increase restroom cleaning to twice a day, restroom plumbing repairs down, didn't add exterior security camera
2	Commercial Package Insurance	2,559	2,500	102%	
3	Equipment Lease	2,003	5,000	40%	Copier lease ended in October, not renewed
4	Mortgage Interest	10,453	10,000	105%	
5	Real Estate Tax	2,897	3,000	97%	
6	Storage & Handling	3,396	5,000	68%	Consolidated storage units in November
7	Utilities	12,963	15,000	86%	
8	Furniture & Equipment	0	1,000	0%	No expenditures
9	Computer & IT	5,910	6,000	99%	
10	Dues	100	0		Arizona Office of Tourism fee
11	Human Resources	1,287	2,000	64%	Reduced payroll processing costs in January
12	Staff Development	1,954	5,000	39%	Cost reduction
13	Volunteer Recognition & Dev.	9,526	30,000	32%	Picnic instead of banquet dinner
14	Supplies	6,046	11,000	55%	Budget overstated/cost reduction
15	Telephone/Data/Internet	6,527	12,000	54%	Reduced telephone cost in December
16	Workers' Comp	927	500	185%	Volunteer policy
17	Salaries	55,469	115,000	48%	1) Donna transferred to the admin
18	Wages	129,625	115,000	113%	office in August
19	Payroll Tax	14,373	18,000	80%	2) Added two part time staff in Nov/Dec to make up most of
20	SIMPLE IRA Contributions	2,911	5,000	58%	Donna's hours.
21	Group Insurance	6,501	16,000	41%	
22	Collateral - Counter Maps	7,759	24,000	32%	Purchased 75,000 maps
23	Total bed tax funded expenses	322,531	461,000	70%	
24	15% administrative overhead fee	48,380	69,150		
25	Total bed tax funded expenses	370,911	530,150		
26	City of Sedona 80% portion	296,730	424,120	70%	

CPA Agreed Upon Procedures

Review Visitor Center FYE 6/30/24 & FYE 6/30/25 Invoices to City of Sedona

Purpose

The Chamber operates the Visitor Center pursuant to an operating and funding agreement with the City of Sedona. Per the agreement, the Chamber submits monthly invoices to the City for funding. The purpose of the CPA agreed upon procedures is to determine that the monthly invoices comply with the operating and funding agreement.

CPA Agreed Upon Procedures

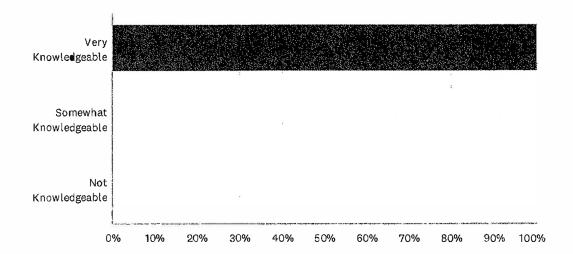
The following procedures are incorporated in the FY25 operating and funding agreement as Exhibit B; the procedures are to be applied to FY24 and FY25 invoices.

- 1) Obtain the Visitor Services Agreement and obtain an understanding of the terms related to submitting monthly invoices to the City of Sedona
- 2) Review Chamber's "Invoicing City of Sedona for Visitor Center Services Process" document
- 3) Obtain a summary of the twelve-monthly invoices submitted to the City of Sedona and agree amounts to the monthly invoices and related supporting schedules
- 4) Obtain the monthly supporting worksheets for Salaries and Benefits and:
 - Review personnel files to verify that the employees included on the City of Sedona invoices work at the visitor center
 - ii) Select one monthly worksheet and:
 - (1) Compare the salary, wages, payroll tax, and retirement benefit amounts to the payroll registers
 - (2) Compare the employee group insurance costs to the related billing statements
- 5) Select one monthly supporting worksheets for other expenditures and compare the amounts to the supporting invoices, statements, or expense reports
- 6) Obtain the invoices supporting the expenditures for counter maps (collateral) and compare the amounts to the amount included on the City of Sedona invoices
- 7) Obtain the real estate tax bills for the visitor center and compare the amounts to the amounts included on the City of Sedona invoices
- 8) Obtain Chamber allocation methodology documentation for expenses allocated between the chamber and visitor center operations and determine that the amounts invoiced for the month selected in item 5 are consistent with the allocation documentation
- 9) Prepare a report summarizing the results of the agreed upon procedures

4-16-24

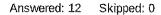
Q1 How knowledgeable was the staff member or volunteer who assisted you at the Visitor Center?

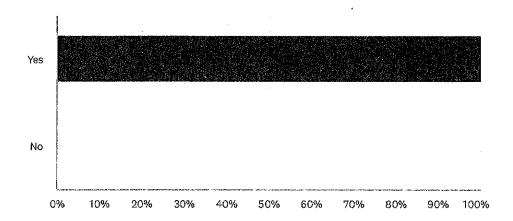
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
ANOMEN GIOICES		40
Very Knowledgeable	100.00%	12
Somewhat Knowledgeable	0.00%	0
Not Knowledgeable	0.00%	0
ΤΟΤΔΙ		12

Q2 Was the staff member or volunteer polite and professional at the Visitor Center?

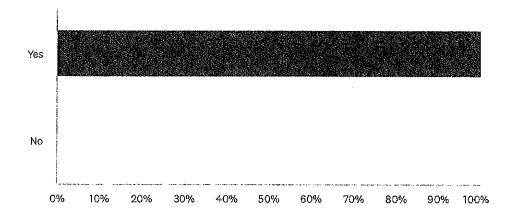




	ANSWER CHOICES	RESPONSES	
	Yes	100.00%	12
-	No	0.00%	0
	ΤΟΤΔΙ		12

4-16-24

Q3 Will you stop by the Visitor Center again in a future trip to Sedona?



ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
TOTAL		12

4.16.24

Q4 What did you like most about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	Good info about the area and things to do readily available	4/18/2024 2:09 PM
2	Very friendly and helpful.	4/18/2024 9:09 AM
3	Very informative	4/18/2024 7:23 AM
4	Great resources available through staff and publications	4/17/2024 11:57 PM
5	Great information	4/17/2024 9:13 PM
6	The staff were very friendly and nice.	4/17/2024 6:54 PM
7	Lots of helpful info	4/17/2024 6:16 PM
8	Friendly and helpful staff	4/17/2024 5:29 PM
9	There is so much information available!	4/17/2024 1:47 PM
10	Guidance & Info I needed for my visitors	4/17/2024 12:10 PM
11	all questions answered and even received great suggestions.	4/17/2024 12:07 PM
12	test	4/17/2024 11:52 AM

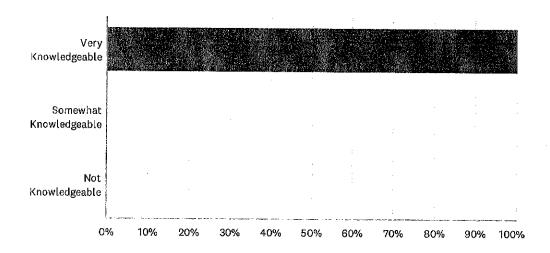
4-16-24

Q5 What did you like least about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	A bit pod a wait to speak to someone but not bad and well worth the effort	4/18/2024 2:09 PM
2	Nothing	4/18/2024 9:09 AM
3	X	4/18/2024 7:23 AM
4	Parking in the lot was not easy to find	4/17/2024 11:57 PM
5	Hours of operation	4/17/2024 9:13 PM
6	The space was rather small. Also I couldn't find the brochure of one of the Italian restaurants in Sedona.	4/17/2024 6:54 PM
7	The first time I went there it seemed like no one was interested I helping me, but the 2nd time the staff was very gelpful	4/17/2024 6:16 PM
8		4/17/2024 5:29 PM
9	Nothing	4/17/2024 1:47 PM
10	Nothing	4/17/2024 12:10 PM
11	none	4/17/2024 12:07 PM
12	test	4/17/2024 11:52 AM

Q1 How knowledgeable was the staff member or volunteer who assisted you at the Visitor Center?

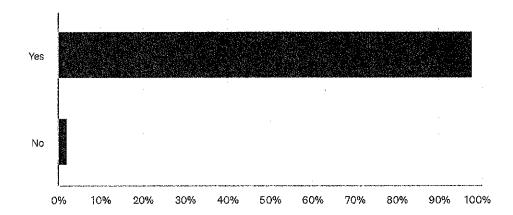
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very Knowledgeable	100.00%	12
Somewhat Knowledgeable	0.00%	0
Not Knowledgeable	0.00%	0
TOTAL	지수 발음이 교육됐다는데 발활하다 되었다. 그렇	12

Q2 Was the staff member or volunteer polite and professional at the Visitor Center?

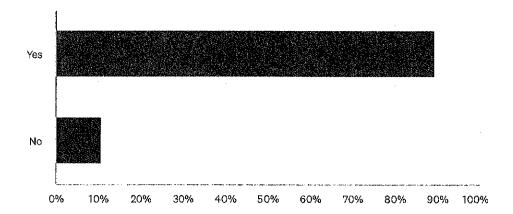
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	97.87%	46
No	2.13%	1
TOTAL		47

Q3 Will you stop by the Visitor Center again in a future trip to Sedona?

Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	1.
Yes	89.36%	42
No	10.64%	5
TOTAL		47

Q4 What did you like most about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	The quantity of information available, brochures, maps, etc. and the knowledge of the staff.	5/18/2024 9:52 AM
2	Helpfulness and friendliness of the staff.	5/17/2024 1 :45 PM
3	History	5/17/2024 9:19 AM
4	Friendly knowledgeable staff and lots of information available.	5/17/2024 8:00 AM
5	lots of printed materials and guides	5/16/2024 7:17 PM
6	Interested staff	5/16/2024 6:36 PM
7	A lot of information provided about Sedona	5/16/2024 4:25 PM
8	They answered all questions and were super nice! We want to move there!!!!	5/16/2024 9:30 AM
9	Great reference material. Excellent staff.	5/16/2024 7:47 AM
10	All good	5/16/2024 7:43 AM
11	O	5/16/2024 7:10 AM
12	•	5/16/2024 5:51 AM
13	Courteous, very helpful and extremely knowledgeable.	5/16/2024 5:16 AM
14	The representative was extremely friendly and offered great suggestions on dining!	5/16/2024 4:09 AM
15	Everything	5/15/2024 9:40 PM
16	Location & information	5/15/2024 9:36 PM
17	A variety of information	5/15/2024 9:24 PM
18	Helpful suggestions and maps of things to do in the area and such.	5/15/2024 9:14 PM
19	Updated information	5/15/2024 8:40 PM
20	The friendly staff were quick to point out good places to eat and run activities. They were very warm and welcoming, we will definitely stop by there on our next trip down.	5/15/2024 8:16 PM
21	Lots of brochures and maps on what to do and see in the area, and where it is located. Also, we got recommendations on dining.	5/15/2024 8:14 PM
22	Lots of information	5/15/2024 7:53 PM
23	Knowledgeable people!	5/15/2024 7:05 PM
24	Very knowledgable and informative and happy to help.	5/15/2024 7:00 PM
25	The recommended tours	5/15/2024 6:53 PM
26	Very helpful	5/15/2024 6:46 PM
27	the suggestion to do the trolley tours back to back first thing and the amenities	5/15/2024 6:40 PM
28	All the information is there	5/15/2024 6:28 PM
29	It was extremely informative and knowledgeable of the area.	5/15/2024 6:25 PM
30	That their was a place to find info to local hiking trails!!!	5/15/2024 6:22 PM

6,15.24

Thank You for Visiting Sedona, Arizona!

31	Helpful	5/15/2024 6:19 PM
32	knowledge of area	5/15/2024 4:33 PM
33	Getting information about hiking trails. Browsing the literature. Meeting other folks planning their stay. Friendly atmosphere.	5/15/2024 4:30 PM
34	Lots of brochures and info	5/15/2024 4:02 PM
35	Informative.	5/15/2024 4:01 PM
36	Lot of information was available.	5/15/2024 2:25 PM
37	information, friendly staff	5/15/2024 1:55 PM
38	Friendly people. Lots of brochures and info	5/15/2024 1:35 PM
39	Woman that we talked to was knowledgeable and very pleasant. Most important she took her time speaking with us.	5/15/2024 1:12 PM
40	provided excellent information and was very knowledgeable about the area.	5/15/2024 12:51 PM
41	Great resources with accurate info not just trying to sell something unnecessary	5/15/2024 12:46 PM
42	N/a	5/15/2024 12:44 PM
43	Friendly staff! Gave us info about trails we were not familiar with and maps for Sedona and the Verde Valley.	5/15/2024 12:42 PM
44	The people were AMAZING!	5/15/2024 12:29 PM
45	ìnfo	5/15/2024 12:25 PM
46	The recommendations were great. We did each suggestion and had such a great trip because of our visit at the Visitor Center.	5/15/2024 12:24 PM
47	knowledgeable folks.	5/15/2024 12:23 PM

Q5 What did you like least about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	The long line to talk with someone.	5/18/2024 9:52 AM
2	N/A	5/17/2024 1:45 PM
3	A lot of people visiting	5/17/2024 9:19 AM
4	No negatives at all. Enjoyed the visit.	5/17/2024 8:00 AM
5	not sure	5/16/2024 7:17 PM
6	N/a	5/16/2024 6:36 PM
7	We had one volunteer that was very rude because he did not like airbnbs. So we were treated very disrespectfully?	5/16/2024 4:25 PM
8	0	5/16/2024 9:30 AM
9	I have no complaints. It was an excellent experience.	5/16/2024 7:47 AM
10	Don't have anything except the traffic sucked	5/16/2024 7:43 AM
11	0	5/16/2024 7:10 AM
12	•	5/16/2024 5:51 AM
13	Nothing	5/16/2024 5:16 AM
14	Actually nothing negative to say	5/16/2024 4:09 AM
15	Nothing all good	5/15/2024 9:40 PM
16	Parking	5/15/2024 9:36 PM
17	There was a long line and I simply wanted to buy the parking pass. I recommend a self serve kiosk outside the building where they can be purchased.	5/15/2024 9:24 PM
18	Kind of busy and crowded, might need additional staff at peak times of the year. Otherwise no issues whatsoever.	5/15/2024 9:14 PM
19	Nothing	5/15/2024 8:40 PM
20	N/A	5/15/2024 8:16 PM
21	Nothing we can think of. We love Sedona!♥	5/15/2024 8:14 PM
22	Parking is limited and crowded	5/15/2024 7:53 PM
23	Nothing	5/15/2024 7:05 PM
24	None	5/15/2024 7:00 PM
25	Nothing	5/15/2024 6:53 PM
26	Nothing	5/15/2024 6:46 PM
27	it was so busy, there were not enough volunteers :)	5/15/2024 6:40 PM
28	parking	5/15/2024 6:28 PM
29	Nothing	5/15/2024 6:25 PM
30	I loved it all!!	5/15/2024 6:22 PM

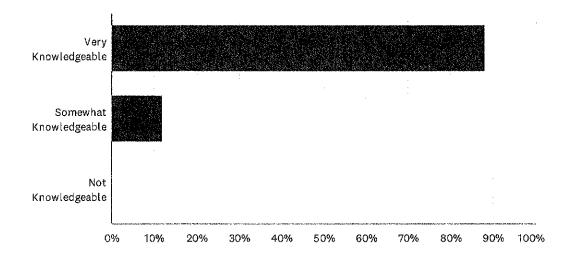
Thank You for Visiting Sedona, Arizona!

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31	Seemed cramped for space.	5/15/2024 6:19 PM
32	nothing	5/15/2024 4:33 PM
33	A bit crowded though manageable with patience.	5/15/2024 4:30 PM
34	Personnel seemed bored and uninterested in helping	5/15/2024 4:02 PM
35	All good	5/15/2024 4:01 PM
36	Nothing comes to mind	5/15/2024 2:25 PM
37	did not have any, everything was good	5/15/2024 1:55 PM
38	Nothing	5/15/2024 1:35 PM
39	Nothing.	5/15/2024 1:12 PM
40	everything was fine.	5/15/2024 12:51 PM
41	Honestly nothing except maybe the space was a bit tight	5/15/2024 12:46 PM
42	N/a	5/15/2024 12:44 PM
43	It's all good ❷.	5/15/2024 12:42 PM
44	NOTHING!!!!	5/15/2024 12:29 PM
45	parking	5/15/2024 12:25 PM
46	Nothing.	5/15/2024 12:24 PM
47	Rack and racks of rack cards. Get into the 21st century with bar codes. Everyone uses them and you won't waste my backpack with stuff I throw away into the trash. Very wasteful.	5/15/2024 12:23 PM

6-17-24

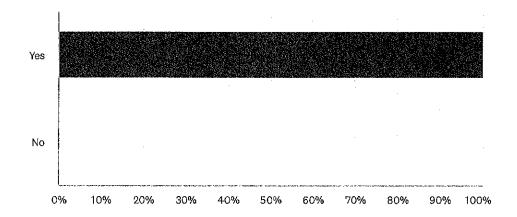
Q1 How knowledgeable was the staff member or volunteer who assisted you at the Visitor Center?



ANSWER CHOICES	RESPONSES	
Very Knowledgeable	88.00%	22
Somewhat Knowledgeable	12.00%	3
Not Knowledgeable	0.00%	0
TOTAL		25

6-17-24

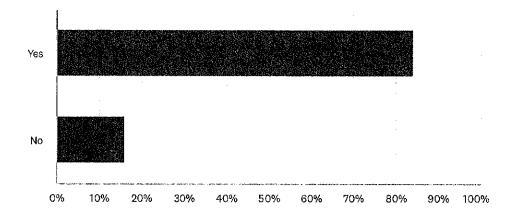
Q2 Was the staff member or volunteer polite and professional at the Visitor Center?



ANSWER CHOICES	RESPONSES	
Yes	100.00%	25
No	0.00%	0
TOTAL		25



Q3 Will you stop by the Visitor Center again in a future trip to Sedona?



	ANSWER CHOICES		RESPONSES	
	Yes	·.	84.00%	21
-	No		16.00%	4
	TOTAL			25

Q4 What did you like most about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	Very knowledgeable on what to see and do	7/11/2024 6:04 AM
2	The self guided maps	7/10/2024 8:40 PM
3	The local knowledge was impeccable especially abt off the beaten path hiking info. Just a great place every trip to Sedona it's one of my first stops to get updates on the information to the area and also purchase my Red Rock pass.	6/23/2024 1:20 PM
4	Very helpful with information and maps available. Also friendly people to answers questions. They were knowledgeable.	6/23/2024 9:07 AM
5	His knowledge	6/23/2024 1:49 AM
6	Local Info	6/21/2024 5:38 PM
7	information available.	6/20/2024 8:39 AM
8	Knowledge of area	6/20/2024 8:13 AM
9	They are your best friend. They help like you are one of theirs. Wonderful !!!!	6/20/2024 6:05 AM
10	Lots of free info	6/20/2024 5:11 AM
11	Easy parking and was able to very quickly receive answer to my questions.	6/20/2024 5:01 AM
12	Parking was available	6/20/2024 4:06 AM
13	Welcoming and friendly attitude of the attendant.	6/20/2024 3:44 AM
14	Friendly folks.	6/19/2024 10:57 PM
15	The available information	6/19/2024 9:06 PM
16	Lots of info on things to see	6/19/2024 8:05 PM
17	All the information you need.	6/19/2024 7:54 PM
18	Very helpful and knowledgeable.	6/19/2024 7:01 PM
19	Friendly staff and informative information for visitors	6/19/2024 6:45 PM
20	All the brochures for fun stuff to do	6/19/2024 5:11 PM
21	nice folks	6/19/2024 1:00 PM
22	All my questions were answered. Travels to outside areas, wineries, restaurants and where to visit.	6/19/2024 12:56 PM
23	the information we received	6/19/2024 12:36 PM
24	Had the information I needed	6/19/2024 12:30 PM
25	Brief	6/19/2024 12:07 PM
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Q5 What did you like least about your visit to the Visitor Center? Please write your answer in the box below.

#	RESPONSES	DATE
1	Beautiful building, the hours, air conditioning, information.	7/11/2024 6:04 AM
2	The noise from all of the awful ATVs	7/10/2024 8:40 PM
3	NA	6/23/2024 1:20 PM
4	Parking was a little tricky.	6/23/2024 9:07 AM
5	Waiting	6/23/2024 1:49 AM
6	Nothing	6/21/2024 5:38 PM
7	nothing	6/20/2024 8:39 AM
8	Liked all about center	6/20/2024 8:13 AM
9	nothing	6/20/2024 6:05 AM
10	Parking	6/20/2024 5:11 AM
11	NA	6/20/2024 5:01 AM
12	Road Construction	6/20/2024 4:06 AM
13	Nothing comes to mind.	6/20/2024 3:44 AM
14	Crowded.	6/19/2024 10:57 PM
15	The fact that it took two hours of traffic to get there from the high. RIDICULOUS!!!	6/19/2024 9:06 PM
16	There at a busy time of day	6/19/2024 8:05 PM
17	Nothing	6/19/2024 7:54 PM
18	All good	6/19/2024 7:01 PM
19	Nothing I can think of	6/19/2024 6:45 PM
20	Not enough discounted tickets	6/19/2024 5:11 PM
21	nothing	6/19/2024 1:00 PM
22	N/A	6/19/2024 12:56 PM
23	nothing	6/19/2024 12:36 PM
24	NA	6/19/2024 12:30 PM
25	Stores open up too late on Sundays	6/19/2024 12:07 PM
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	Visitor Center City of Sedona Funding				
		FY 6/30/24 Budget	FY 6/30/24 Actual	FY 6/30/25 Budget	
1	Building & Grounds Maintenance	60,000	39,345	41,000	
2	Commercial Package Insurance	2,500	2,559	2,900	
3	Equipment Lease	5,000	2,003	0	
4	Mortgage Interest	10,000	10,453	0	
5	Rent	0	0	25,500	
6	Real Estate Tax	3,000	2,897	3,100	
7	Storage & Handling	5,000	3,396	2,500	
8	Utilities	15,000	12,963	13,900	
9	Furniture & Equipment	1,000	0	1,000	
10	Computer & IT	6,000	5,910	6,000	
11	Dues	0	100	100	
12	Human Resources	2,000	1,287	1,000	
13	Staff Development	5,000	1,954	3,000	
14	Volunteer Recognition & Dev.	30,000	9,526	12,000	
15	Supplies	11,000	6,046	6,000	
16	Telephone/Data/ Internet	12,000	6,527	3,600	
17	Workers' Comp	500	927	700	
18	Salaries	115,000	55,469	53,000	
19	Wages	115,000	129,625	152,000	
20	Payroll Tax	18,000	14,373	16,000	
21	SIMPLE IRA Contributions	5,000	2,911	3,500	
22	Group Insurance	16,000	6,501	9,100	
23	Collateral - Counter Maps	24,000	7,759	15,000	
24	Total bed tax funded expenses	461,000	322,531	370,900	
25	15% administrative overhead fee	69,150	48,380	55,635	
26	Total bed tax funded expenses	530,150	370,911	426,535	
27	City of Sedona 80% portion	424,120	296,730	341,228	