NOTICE OF REGULAR MEETING CITY OF SOUTH PADRE ISLAND CONVENTION AND VISITORS ADVISORY BOARD

NOTICE IS HEREBY GIVEN THAT THE CONVENTION AND VISITORS ADVISORY BOARD OF THE CITY OF SOUTH PADRE ISLAND, TEXAS WILL HOLD A REGULAR MEETING ON:

WEDNESDAY, APRIL 25, 2018 9:00 A.M. AT THE MUNICIPAL BUILDING, CITY COUNCIL CHAMBERS, 2ND FLOOR 4601 PADRE BOULEVARD, SOUTH PADRE ISLAND, TEXAS

- 1) Call to order.
- 2) Pledge of Allegiance.
- 3) Public announcements and comments: This is an opportunity for citizens to speak to the Convention and Visitors Advisory
 Board relating to agenda or non-agenda items. Speakers are required to address the Convention and Visitors Advisory Board at the
 podium and give their name before addressing their concerns. (Note: State law will not permit the Advisory Board to discuss, debate or
 consider items that are not on the agenda. Citizen comments may be referred to Convention and Visitors Bureau staff or may be placed on
 the agenda of a future Convention and Visitors Bureau Advisory Board meeting).
- 4) Consent Agenda:
 - a. Approval of minutes February 28, 2018 Regular Meeting.
 - b. Approval of minutes March 6, 2018 and April 5, 2018 Special Meetings.
- 5) Update and discussion of the CVB Staff Productivity Report. (Arnold)
 - 1st Generation Dashboard
- 6) Discussion and action to approve the adoption of the entire CRM approach for handling inquiries/leads. (Arnold)
- 7) Presentation, discussion and possible action regarding Friends of RGV Reef project funding request. (Arnold)
- 8) Discussion and possible action concerning setting new meeting date for May 2018. (Jones)
- 9) Adjournment.

DATED THIS THE 20th DAY OF APRIL 2018.

Rosa Zapata, CVB Executive Services Specialist

I, THE UNDERSIGNED AUTHORITY, DO HEREBY CERTIFY THAT THE NOTICE OF MEETING FOR THE CONVENTION AND VISITORS ADVISORY BOARD OF THE CITY OF SOUTH PADRE ISLAND, TEXAS IS A TRUE AND CORRECT COPY OF SAID NOTICE AND THAT I POSTED A TRUE AND CORRECT COPY OF SAID NOTICE ON THE BULLETIN BOARD AT THE CITY HALL/MUNICIPAL BUILDING ON <u>April 20, 2018</u>, at/or before <u>5:00 P.M.</u> AND REMAINED SO POSTED CONTINUOUS OR AT LEAST 72 HOURS PRECEDING THE SCHEDULED TIME OF SAID MEETING.

Rosa Zapata, CVB Executive Services Specialist

THERE MAY BE ONE OR MORE MEMBERS OF THE SOUTH PADRE ISLAND CITY COUNCIL ATTENDING THIS MEETING, AND IF SO, THIS STATEMENT SATISFIES THE REQUIREMENTS OF THE OPEN MEETINGS ACT.

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT BUILDING OFFICIAL DAVID TRAVIS; ADA RESPONSIBLE PARTY AT (956) 761-8103.

CITY OF SOUTH PADRE ISLAND ADVISORY BOARD CONSENT AGENDA

MEETING DATE: April 25, 2018

ITEM DESCRIPTION

NOTE: All matters listed under Consent Agenda are considered routine by the Advisory Board of the City of South Padre Island and will be enacted by one motion. There will not be separate discussion of these items, unless discussion is desired, in which case that item will be removed from the Consent Agenda and considered separately.

Items to be considered are:

- a. Approval of minutes February 28, 2018 Regular Meeting.
- b. Approval of minutes March 6, 2018 and April 5, 2018 Special Meetings.

RECOMMENDATIONS/COMMENTS

Approve Consent Agenda

MINUTES

CITY OF SOUTH PADRE ISLAND

CONVENTION AND VISITORS ADVISORY

REGULAR MEETING

WEDNESDAY, FEBRUARY 28, 2018

I. CALL TO ORDER.

The Convention and Visitors Advisory Board of the City of South Padre Island, Texas held a Regular Meeting on Wednesday, February 28, 2018 at the Municipal Complex Building, 2nd Floor, 4601 Padre Boulevard, South Padre Island, Texas. Chairman Wally Jones called the meeting to order at 9:00 a.m. A full quorum was present: Vice-Chairman Paul Curtin, CVA Board Members Jimmy Hawkinson, Arnie Creinin, George Block, Tom Goodman, and Daniel Salazar. Also present was Ex-Officio Jose Mulet.

Staff: City Manager Susan Guthrie, CVB Director Keith Arnold, CVB Account I Lori Moore, Executive Services Specialist Rosa Zapata, Business Development Director Michael Flores, Events & Package Manager, Marisa Amaya, and Senior Marketing and Communications Manager Alisha Workman.

II. PLEDGE OF ALLEGIANCE:

Chairman Jones led the Pledge of Allegiance.

III. PUBLIC ANNOUNCEMENTS AND COMMENTS:

No public comments were given at this time.

IV. CONSENT AGENDA:

Board Member Block made the motion, seconded by Vice-Chairman Curtin to approve the Consent Agenda. Motion carried unanimously.

a. Approval of minutes January 24, 2018 Regular Meeting.

V. UPDATE ON THE PURSUIT OF SHORT TERM RENTALS AND BUILDING THAT DATABASE.

This item was pulled.

VI. UPDATE AND DISCUSSION OF THE CVB STAFF PRODUCTIVITY REPORT.

Update was given by CVB Director Keith Arnold. A lengthy discussion ensued. CVB Director answered questions posed by CVA Chairman and Board Members.

- 1st Generation Dashboard
- Sand Castle Subcommittee updates

VII. DISCUSSION AND ACTION TO APPROVE VISA VUE TRAVEL (VVT) SUBSCRIPTION CONTRACT IN THE AMOUNT OF \$43,500 AND APPROVE BUDGET AMENDMENT FOR

Minutes: February 28, 2018 CVA Board Meeting

THE SAME AMOUNT FROM CVB EXCESS RESERVES.

Board Member Block made the motion, seconded by Board Member Creinin to approve the budget amendment from CVB excess reserves in the amount of \$43,500. Motion carried unanimously.

VIII. UPDATE REGARDING MARKETING SUBCOMMITTEE MEETING.

Included in discussions above.

IX. DISCUSSION AND POSSIBLE ACTION CONCERNING SETTING NEW MEETING DATE FOR MARCH 2018.

New meeting date was set for March 28, 2018.

X. ADJOURNMENT

There being	no further busines	ss, Chairman Jone	es adjourned th	e meeting at 1	0:43 a.m.
Approved this	25 day of	<u>April</u> , 2018.			
Wally Jones, CVA C	 Chairman				
Attest:					
Rosa Zapata, CVB E	Executive Service	s Specialist			

Minutes: February 28, 2018 CVA Board Meeting

MINUTES

CITY OF SOUTH PADRE ISLAND CONVENTION AND VISITORS ADVISORY SPECIAL MEETING

TUESDAY, MARCH 6, 2018

I. CALL TO ORDER.

The Convention and Visitors Advisory Board of the City of South Padre Island, Texas held a Special Meeting on Tuesday, March 6, 2018 at the Municipal Complex Building, 2nd Floor, 4601 Padre Boulevard, South Padre Island, Texas. Chairman Wally Jones called the meeting to order at 11:00 a.m. A quorum was present: Vice-Chairman Paul Curtin, CVA Board Members Jimmy Hawkinson and Tom Goodman.

Staff: CVB Director Keith Arnold, Executive Services Specialist Rosa Zapata, Business Development Director Michael Flores.

II. PLEDGE OF ALLEGIANCE:

Chairman Jones led the Pledge of Allegiance.

III. PUBLIC ANNOUNCEMENTS AND COMMENTS:

No public comments were given at this time.

IV. Discussion and action to approve Arrivalist Contract in the amount of \$67,500 and approve budget amendment for the same amount from CVB excess reserves.

Board Member Goodman made the motion, seconded by Board Member Hawkinson to approve the budget amendment from excess reserves. Motion carried unanimously.

XIII. ADJOURNMENT

There being	g no further business, Chairman Jones adjourned the meeting at 11:38 a.m.
Approved this	25 day of <u>April</u> , 2018.
Wally Jones, CVA	Chairman
Attest:	

Minutes: March 6, 2018 CVA Board Special Meeting

Rosa Zapata, CVB Executive Services Specialist

MINUTES

CITY OF SOUTH PADRE ISLAND CONVENTION AND VISITORS ADVISORY SPECIAL MEETING

THURSDAY, APRIL 5, 2018

I. CALL TO ORDER.

The Convention and Visitors Advisory Board of the City of South Padre Island, Texas held a Special Meeting on Thursday, April 5, 2018 at the Municipal Complex Building, 2nd Floor, 4601 Padre Boulevard, South Padre Island, Texas. Chairman Wally Jones called the meeting to order at 9:00 a.m. A quorum was present: Vice-Chairman Paul Curtin, CVA Board Members Jimmy Hawkinson, Arnie Creinin, Daniel Salazar, Tom Goodman, Ex-officio Robert Salinas, and Bryant Walker.

Staff: CVB Director Keith Arnold, Executive Services Specialist Rosa Zapata, Business Development Director Michael Flores, Office Manager/Accountant Lori Moore, Senior Marketing and Communications Manager Alisha Workman.

II. PLEDGE OF ALLEGIANCE:

Chairman Jones led the Pledge of Allegiance.

III. PUBLIC ANNOUNCEMENTS AND COMMENTS:

Chairman Jones made the announcement agenda items #4 & #5 requested amounts were inadvertently transposed.

IV. DISCUSSION AND ACTION TO APPROVE A BUDGET AMENDMENT IN THE AMOUNT OF \$15,000 (INCLUDES AGENCY FEES) FROM EXCESS RESERVES TO BE ALLOCATED TOWARDS THE FY 2017/18 ADVERTISING/MARKETING BUDGET FOR HOMESCHOOL PILOT PROGRAM AND TO RECOMMEND FOR APPROVAL TO CITY COUNCIL.

Chairman Jones made the motion to approve a budget amendment in the amount of \$22,856 towards the Homeschool Pilot Program, seconded by Board Member Creinin. Motion carried unanimously by those present.

V. DISCUSSION AND ACTION TO APPROVE A BUDGET AMENDMENT IN THE AMOUNT OF \$22,856 (INCLUDES AGENCY FEES) FROM EXCESS RESERVES TO BE ALLOCATED TOWARDS THE FY 2017/18 ADVERTISING/MARKETING BUDGET FOR TO TEXAS TOURISM CO-OP OPPORTUNITIES AND TO RECOMMEND FOR APPROVAL TO CITY COUNCIL.

Board Member Creinin made the motion to approve a budget amendment in the amount of \$17,144, seconded by Board Member Salazar. Motion carried unanimously by those present.

VI. DISCUSSION AND ACTION TO APPROVE SPECIAL EVENT XPOGO CONTRACT AND RECOMMEND TO THE CITY MANAGER FOR SIGNATURE.

Minutes: April 5, 2018 CVA Board Special Meeting

Board Member Salazar made the motion to approve the special event for \$5,800, seconded by Board Member Creinin. Motion carried unanimously by those present.

XIII. ADJOURNMENT

There being	ng no fu	rther busin	ess, Chairman Jo	nes adjourn	ed the meeting	g at 9:20 a.m.
Approved this	25	day of	April, 2018.			
Wally Jones, CV	A Chair	man				
Attest:						
Rosa Zapata, CV	B Execu	tive Servic	ees Specialist			

CITY OF SOUTH PADRE ISLAND ADVISORY BOARD MEETING AGENDA REQUEST FORM

MEETING DATE: April 25, 2018

NAME & TITLE: Keith Arnold, CVB Director
DEPARTMENT: South Padre Island Convention and Visitors Bureau
ITEM
Update and discussion of the CVB Staff Productivity Report.
1st Generation Dashboard
ITEM BACKGROUND
Per CVA Board request, the dashboard report includes Convention Sales, Social Media, FY17 Average Dai Rate, HOT Revenue Report, Sales Tax, Website Analytics, and Smith Travel Accommodations Report (STAR
BUDGET/FINANCIAL SUMMARY
COMPREHENSIVE PLAN GOAL
LEGAL REVIEW
Sent to Legal: YES: NO:
Approved by Legal: YES: NO:
Comments:
RECOMMENDATIONS/COMMENTS



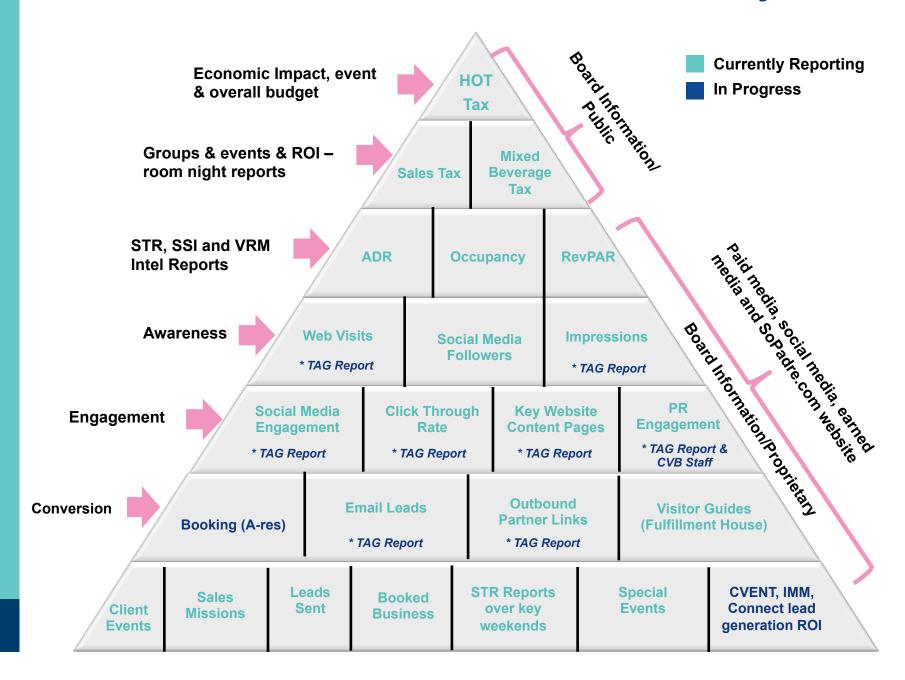
SOUTH PADRE ISLAND CONVENTION AND VISITORS BUREAU

CVB DASHBOARD

APRIL 2018

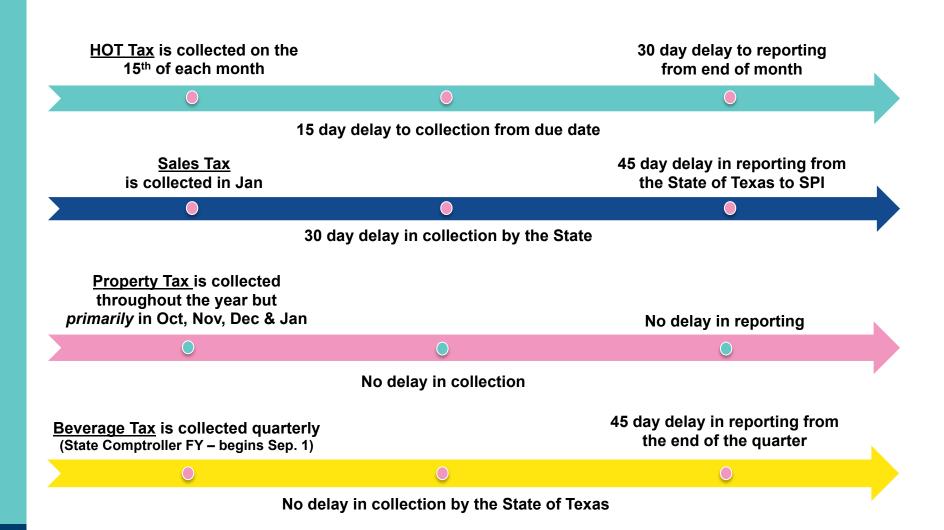


Dashboard Pyramid

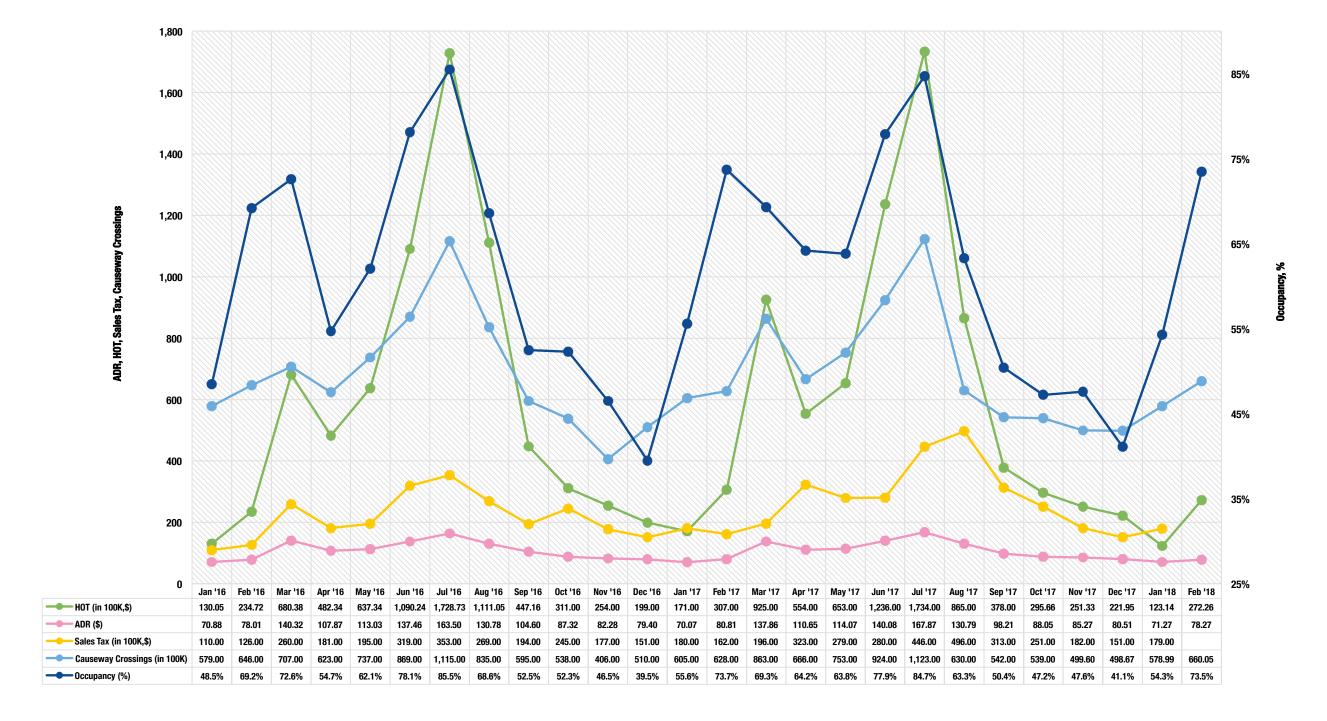


Hotel Occupancy Tax (HOT)

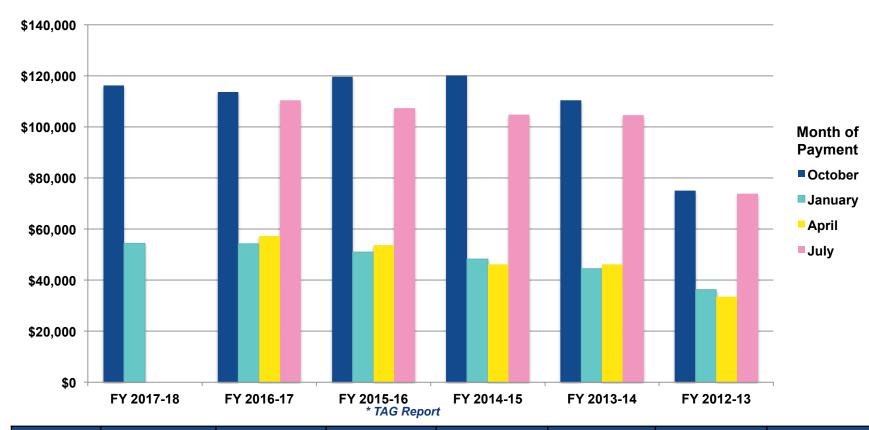
Tax Collections Timeline, By Type



Bridge Crossings, Average Daily Rate (ADR), HOT Revenue, Sales Tax and Occupancy (OCC) by MONTH



Mixed Beverage Tax



Month of Payment	Months Reported	FY 2017-18	FY 2015-16	FY 2014-15	FY 2013-14	FY 2012-13	
October	Jun/ Jul/ Aug	\$116,263.73	\$113,583.54	\$119,689.50	\$120,182.68	\$110,335.73	\$75,021.74
January	Sept/ Oct/ Nov	\$54,403.20	\$54,183.63	\$50,872.08	\$48,216.13	\$44,381.48	\$36,262.66
April	Dec/ Jan/ Feb		\$57,300.10	\$53,660.35	\$46,148.41	\$46,128.34	\$33,533.70
July	Mar/ Apr/ May		\$110,354.83	\$107,354.93	\$104,711.89	\$104,505.64	\$73,839.37
Total		\$170,666.93	\$335,422.10	\$331,576.86	\$319,259.11	\$305,351.19	\$218,657.47

Engagement

Social Media Followers

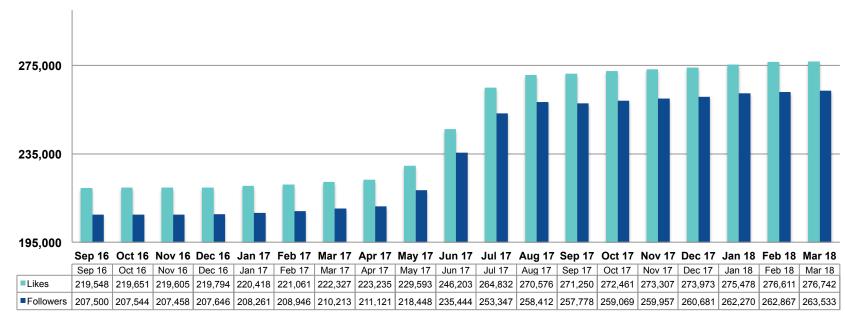






Facebook	Twitter	Instagram
276,742 Likes	2,453 tweets	390 posts
263,533 Followers	1,543 followers	8,110 followers

Facebook Likes & Followers



Engagement

Public Relations Engagement

MEDIA/ FAM TOURS

Mike Unwin

May 2-4

Coordinated with McAllen CVB/Chamber of Commerce

Nature photographer/journalist with UK Daily Telegraph (UK's highest circulation national broadsheet)

Beth Pollock

March 4 -7

Coordinated in partnership with Texas Texas

Assigned writer, CARP.ca (lifestyle and information site) for members of the Canadian Association of Retired Persons, targets 50+ age demo. CARP has an impressive 300,000 members across Canada.

Ottawa Life Magazine

Received print coverage from Jen Hartley FAM (December 2017)
https://issuu.com/ottawalifers/docs/jan-feb 2018 winter issue

IN PROGRESS

Southern Living FAM

Currently working with editor and featured journalist on FAM opportunities in October or November 2018.

Canadian Traveller

Working with editor on four journalists to consider for a value added opportunity

Engagement

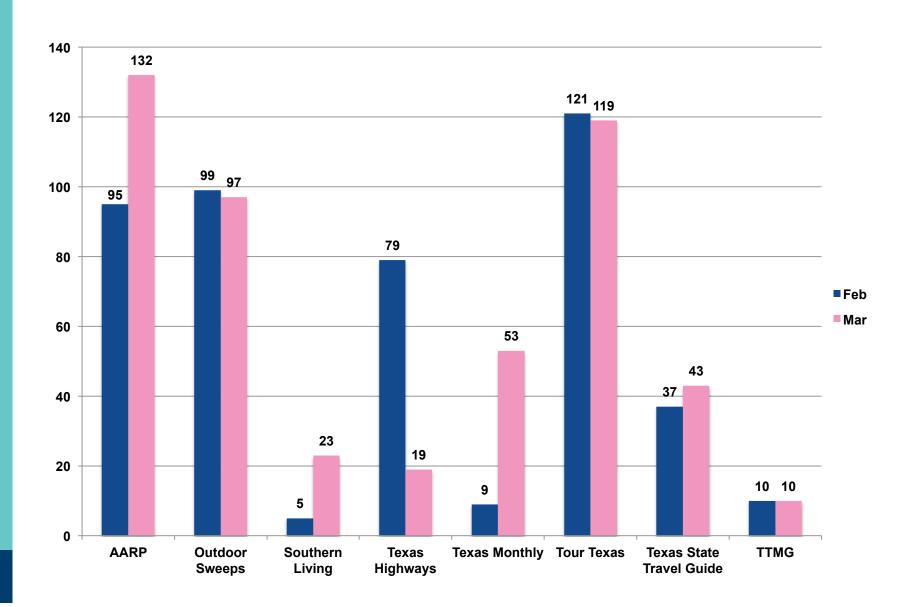
2018 News & Accolades

Jexas' BEST ISLAND ESCAPE is yours

#TexasBestBeach

- Ranked #2 on the 2018 "Best Texas Beach" by USA TODAY's 10Best Reader's Choice Award
- Listed on the 2018 "The South's Best Beaches" by Southern Living Magazine
- Listed on the 2018 <u>"15 Best Spring Break Destinations"</u> by CarRentals.com
- Ranked #2 on the 2018 "9 Best Coastal Cities to Visit in Texas" by Trips to Discover
- Listed on the 2018 "9 Best Surf Spots in Texas" by Trips to Discover
- Listed on the 2018 "25 Best Wreck Diving Spots in the United States" by Scuba Diving Online
- Listed on the 2018 "Vacation in the Hottest Spots in Texas" by Patch.com
- Listed on the 2018 <u>"15 Best Vacation Spots When You Earn the Median Income"</u> by GOBankingRates.com
- Ranked #3 on the 2018 "10 Best Dolphin Sighting Destinations in North America" by Travel Channel
- Ranked #3 on the 2018 "Best Place to Rent a Summer Beach House with Friends" by TripAdvisor
- Ranked #6 on the 2018 <u>"8 Best Spring Break Party Destinations"</u> by ABC News
- · Listed on the 2018 "10 Best Places in Texas to Visit on Spring Break" by Trips to Discover
- Listed on the 2018 "Best Places to Visit in Texas" by U.S. News & Report
- Listed on the 2018 <u>"18 Places to Go in Texas"</u> featuring South Padre Island and Sea Turtle, Inc. by Texas Highways
- Ranked #1 for Best Beach Vacation in "Top American Trips 2018" by Canadian Traveller
- Listed on the 2018 "World's Greatest Kiteboarding Spots" by National Geographic

Visitor Guides (Fulfillment House) by Publication



Booked Business, Client Events & Sales Missions

FEBRUARY 2018

BOOKED BUSINESS

- YM360 Youth Conference (144)
- Dargel Boats (150)
- **SPATS** (377)
- Valley Council of Special Educators (60)
- Crime Stoppers Annual Conference (540)
- Idea Public Schools Conference (71)
- CIY Oak Hill Church (225)
- UTRGV Technology (510)
- First Baptist Church (22)
- SPI Fishing Days (180)
- Ladies Kingfish Tournament (380)
- RAGF Bike Race (190)
- SPI Triathlon (180)
- Iron Pigs MC (250)
- TIFT (380)
- Trauma Service Region V Conference (240)
- Pronto Insurance (30)
- Texas Victim Services Association (455)

() Indicates Number of Room Nights Booked

CLIENT EVENTS

The International Association of Venue Managers will be holding the Region 6 conference on South Padre Island April 8-11 and the SPICVB will be hosting the opening and closing receptions for 125 venue managers from OK, LA, TX, AZ and NM

SALES MISSIONS

The Sales team will be conducting RGV calls with the four full service properties in April as well as an Austin sales mission with Pearl and the Isla Grand. The Special Events team will be scouting the Woodlands Art Festival.



Booked Business, Client Events & Sales Missions

MARCH 2018

BOOKED BUSINESS

- Texas Environmental Health Association (118)
- Workforce Solutions Cameron County (100)
- WSCC Procurement Training (60)
- Relativity Family Reunion (250)
- UTRGV Conference on Peer Tutoring (270)
- Modern Woodmen Conference (60)
- Pride Championships (52)
- Tropical Texas Behavioral Health (100)
- Texas Shrimp Association (55)
- ISMRGV Summer and Fall Conferences (630)
- Conference of Urban Counties (435)
- Tri State Travel Conference (240)
- TAA Annual Conference (255)
- TASB Fall Legal Seminar (60)

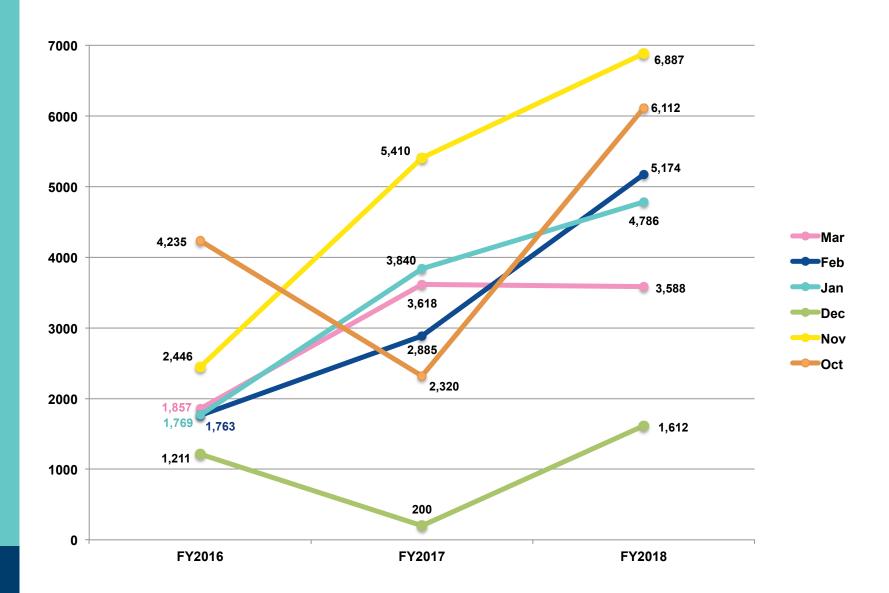
CLIENT EVENTS

The SPI CVB Sales team will be making calls with two full-service properties and one VRM partner to the upper Rio Grande Valley this month (Edinburg, Mission, Pharr and McAllen).

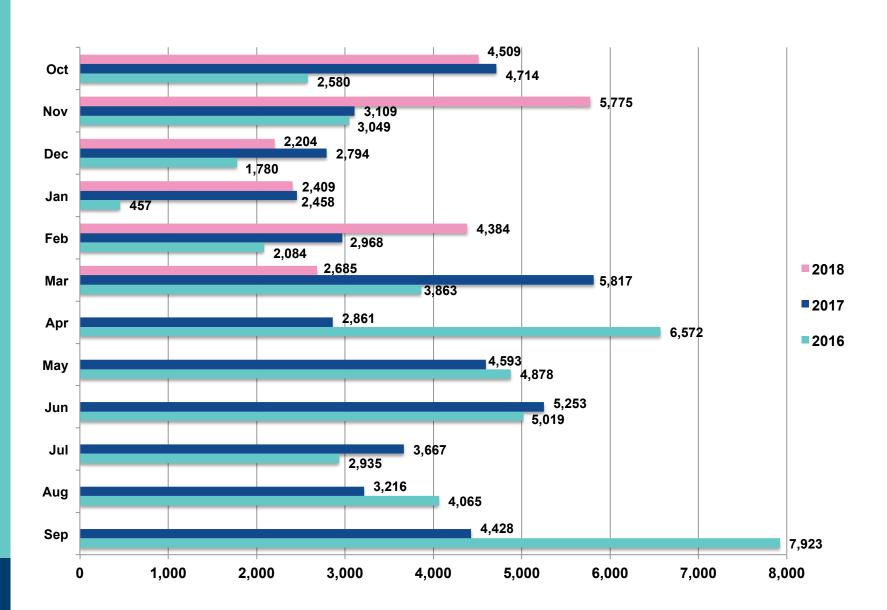
The Special Events team will also be attending the National Association of Sports Commissioners in Minneapolis, MN. 18 appointment have been set with volleyball, basketball and several indoor sports event planners.



Sales Leads Sent



Convention Sales/ Month-By-Month



2018 Special Events

January

Polar Bear Dip & Penguin Plunge Market Days WOWE Winterfest

February

SPI Kitefest W4W Chili Cook Off Color Me Rad Market Days

March

Spring Break Car Jam UME

April

National Tropical Weather Conference SPLASH South Padre Sand Crab Run Open Water Swim

May

Jailbreak
Pedal to Padre
Shallow Sport Fishing Tournament

June

Dargel Fishing Tournament Longest Causeway Run/Walk Great TX Catamaran 300

July

Security First Credit Union Fishing Tournament

August

Texas International Fishing Tournament (TIFT)
Iron Pigs Motorcycle Club Weekend
Ladies Kingfish Tournament (LKT)
API Fishing Tournament
Fishing For Hope

September

Shallow Stalker Fishing Tournament
JJ Zapata Fishing Tournament
Wahoo Classic
Zombie Charge
Tailgate Weekend
SPI Triathlon

October

SandCastle Ball
SandCastle Days
SPLASH
Walk 4 Women Fishing Tournament
Walk For Women – 5k
Take a Kid Fishing
Elite Redfish Championship
SPI Fishing Days
Hallowings – BooBash

November

RAGF Veteran's Day Weekend Blacklight Run SPI Film, Art and Music

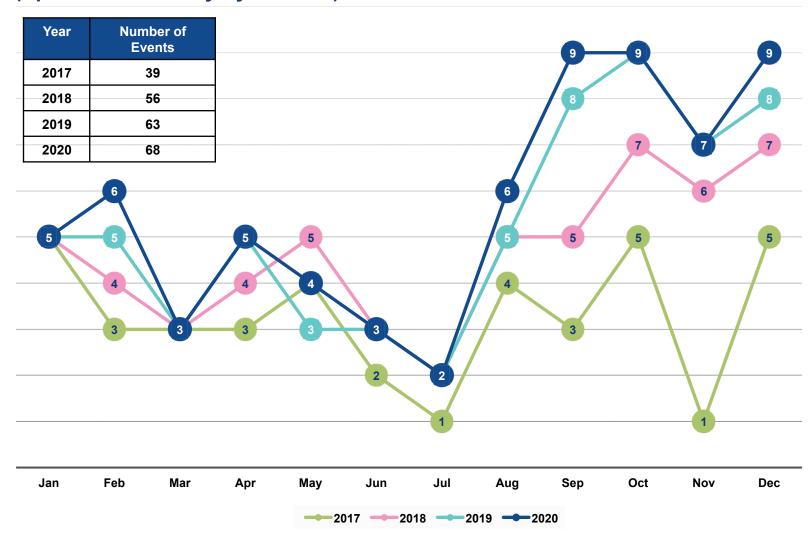
December

Tree Lighting Ceremony Christmas Street Parade Children's Wonderland Lighted Boat Parade Breakfast w/Santa Holiday Sandcastle Village



Special Events

Special Events per month from 2017 to 2020 (Sponsored Directly by SPICVB)



Director's Notes

Ongoing DMAIC, Subcommittee & Project Updates

Marketing Subcommittee

- Ongoing weekly scheduled calls with The Atkins Group (Subcommittee)
- CRM Development in final stages
- Website reviews, recommendations and updates
- Set workshop with Young Strategies for May 9
- Expanded database set to be utilizes in First Touch CRM e-blast
- Reviews of Ted Awning and ResortsandLodges software underway
- In final stages to hire Marketing Research & Analytics Director for CVB staff

Special Events Subcommittee

- Focus on New Events outlined to Committee Highlights include Aggielsland Tailgate Weekend, Holiday Sandcastle Village, FAM FEST Weekend, etc..
- RFP ready for release to prospective half marathon promoters

Airlift Enhancement Initiative

 Presentations and proposals submitted in cooperation with each airport as requested, awaiting response.

Visitor Center

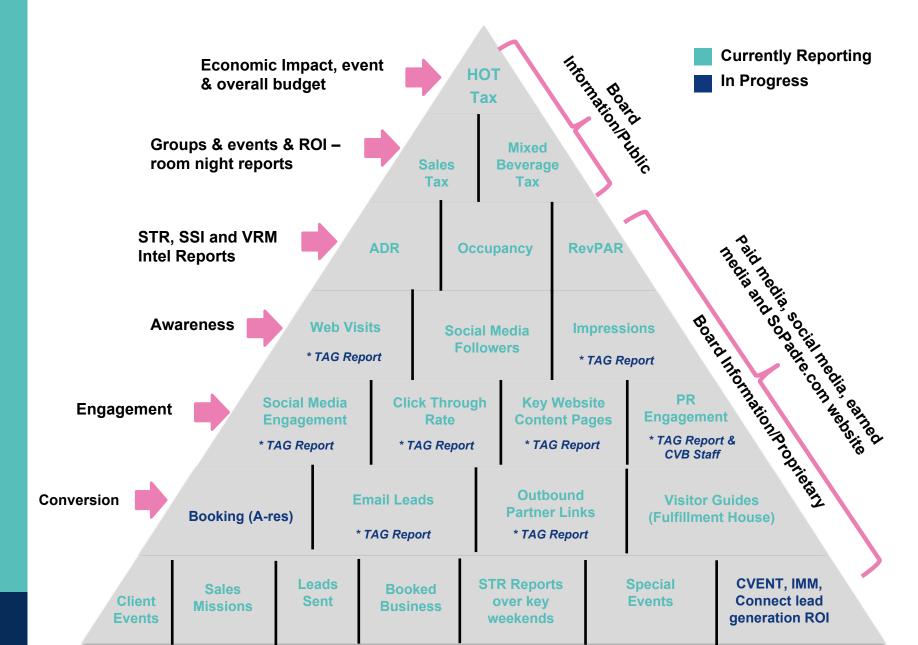
- Primary due diligence covering Visitor Center Best Practices and potential sites nearly complete
- Working on integration with Wayfinding Project Development
- Key meeting 4/24 to determine next steps

Sandcastle Subcommittee

- Awaiting insurance settlement for damaged VC sculpture to determine next steps
- Focusing on Holiday Sandcastle Village as the priority, staff is looking over layouts, lighting and sound, themes and timing for the event
- Subcommittee agreed to support sandcastle days at Clayton's this year with marketing initiatives



Dashboard Pyramid



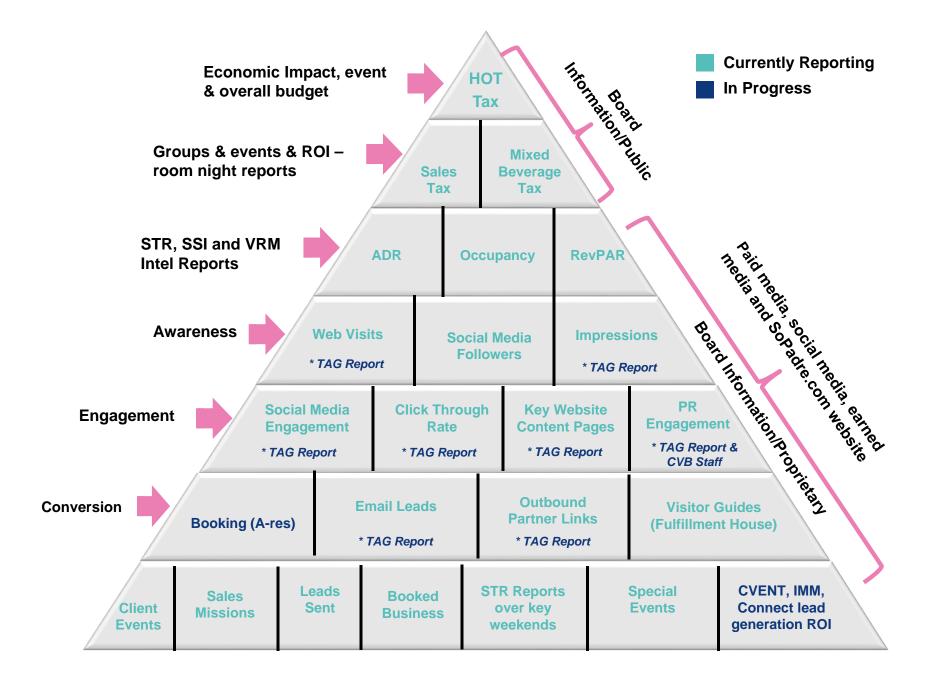


theatkinsgroup

CVA DASHBOARD REPORTS FEBRUARY & MARCH 2018

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Dashboard Pyramid



Awareness Overview

February 2018

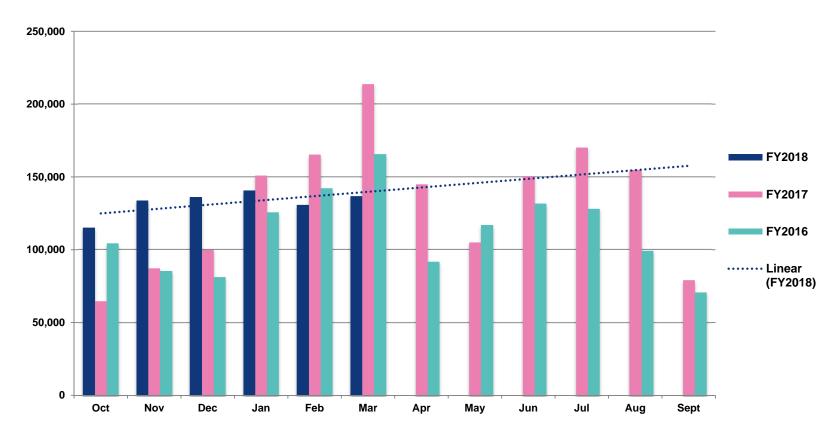
- Overall website sessions (visits) are down by 7% from previous month and down by 21% from previous year.
- While the sessions are down, conversions for the month of February remain high at 18.99% which means the site is receiving qualified leads rather than quantity of leads.
- Interested Spring Breakers provided the heaviest website traffic in February as shown by top landing pages for the month. Additionally, aRes bookings increased by 27.91% in February from previous month. Over 600,000 college students were reached an avg. frequency of 2-5 times each during February.

March 2018

 This month drove over 136K sessions. The first and second week of March were the most successful in driving sessions for the month.

Jexas' BEST ADVENTURE is yours

AwarenessWebsite Sessions



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Full Year
SPI Web Sessions													
FY2018	115,263	133,965	136,233	140,826	130,939	136,972							794,198
FY2017	64,595	87,215	99,918	151,001	165,424	213,779	144,933	105,048	150,757	170,265	154,831	79,026	1,586,792
FY2016	104,245	85,555	81,268	125,787	142,451	165,769	91,595	117,142	131,778	128,386	99,327	70,863	1,344,166

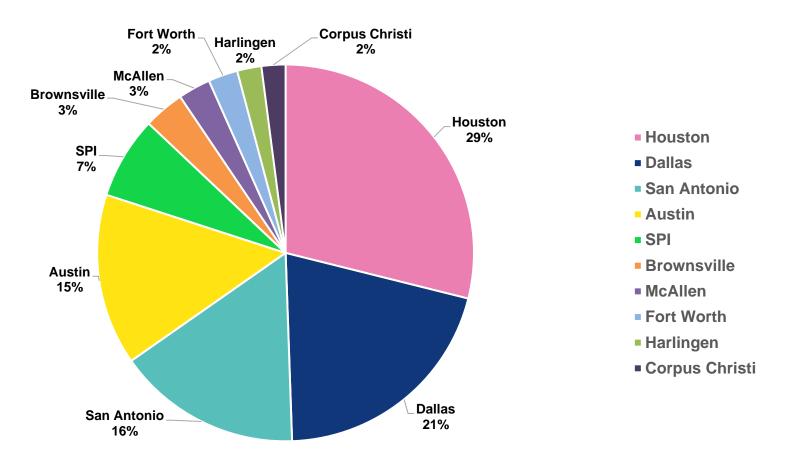
^{*}Q1FY17 data has been pulled from GA account entitled Convention Center Analytics (this account provides the most accurate information in regards to 2016 data)

^{**}FY2017 Jan-Sept and FY2018 data has been pulled from the current GA account South Padre Island 2017

TX Top Cities for Website Traffic / February 2018

Overview

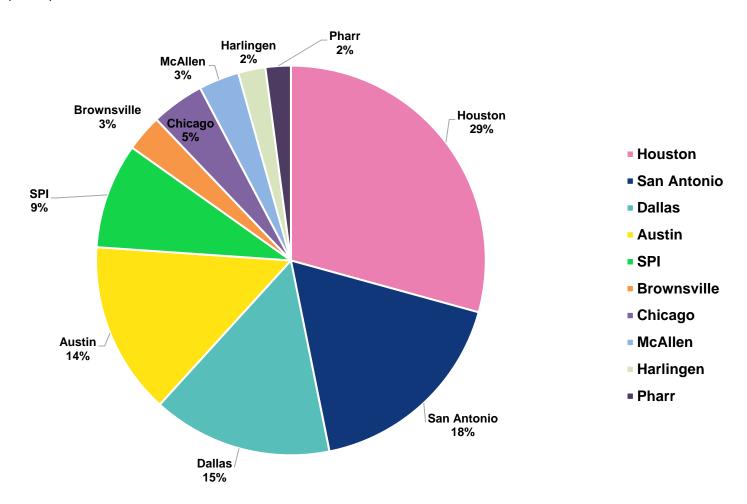
Top City traffic continues to come from Houston (29%), Dallas (21%), San Antonio (16%) and Austin (15%).



TX Top Cities for Website Traffic / March 2018

Overview

Top City traffic continues to come from Houston (29%), San Antonio (18%), Dallas (15%) and Austin (14%).



Impressions - Paid Media

February 2018

Although impressions for digital from January to February are down, clicks are higher.

Q1 Media - Spring Break Device ID Campaign

 Our mobile interstitial line item is a bit ahead of pace, but we have already made optimizations to slow it down. The Device ID line item is not too far from being at an ideal pacing. We are giving it a minor boost.

Trip Advisor

- PDP Time spent is down YOY however the new articles and some new events will help this we will be addressing this issue and updating articles and the events page for a Spring re-fresh.
- **Targeted Media** Targeted media will begin in April and run through June.
- Arrivalist We're about half way to our total from all of FY 2017 without even hitting the heavy travel season. At this rate, arrivals should be higher this year than last.

E-Target Media E-blasts

 The South Padre Island meetings campaign has performed very well with an 18.0% open rate, well above the industry average. The industry average for acquisition based email list rental campaigns varies from 8% -10% on the open rate. The South Padre Island campaigns performed with a 1.5% click-through rate, well above the 0.5% industry average click through rate for acquisition based email campaigns.

March 2018

Q1 Media

All campaigns running with Q1 Media ended in March. This includes Spring Break, Texas Leisure, Midwest and Canada and Groups/Meetings. Each of these campaigns over served impressions and ended with a total of 44,521 clicks to the site. The next slide details the influenced location visit report which details how many people visited the island after seeing our ads. Our Texas leisure campaign will resume in April through our Agency Trading Desk. The Midwest & Canada campaign will resume in June.

Paid Social/SEM

Several new campaigns went live in April that should increase our exposure now that Spring Break campaigns are finished.

- 1. Groups & Meetings on LinkedIn and AdWords,
- 2. Leisure (Texas) on Adroll, AdWords, Paid Social
- 3. Mexico campaign on Paid Social

Trip Advisor

No targeted banners ran in March. The flight starts in April. PDP stats for February have been updated since we made some changes (added articles, updated cover photo, etc.)

Total Paid Media Impressions (All Campaigns)

Flight Dates: March 2018

Trip Advisor	AdWords	Q1 Media	Paid Social	TourTexas.com
Impressions: 11,302	Impressions: 1,161,000	Impressions: 4,515,536	Impressions: 1,331,324	Impressions: 26,960
Clicks: 184	Clicks: 9,753	Clicks: 15,717	Clicks: 4,526	Clicks: 339
CTR: 1.63%	CTR: 0.84%	CTR: 0.35%	CTR: 0.34%	CTR: 1.28%

El Norte	VRBO	Retargeting	CONNECT	Traditional
Impressions:	Impressions:	Impressions: 761,056	Impressions:	TV/Cable: 32,817,510
298,742	26,836	Clicks: 2,890	32,630	Radio: 1,195,790
Clicks: 481	Clicks: 4	CTR: 0.38%	Clicks: 88	OOH: 4,670,000
CTR: 0.16%	CTR: 0.02%		CTR: 0.27%	Print: 2,957,373

Digital Impressions: 8,165,386

Clicks: 33,982

CTR: 0.42%

Traditional Impressions: 42,640,673

Influenced Location Visit Reports

Influenced Location Visit Report (iLVR)

Advertiser: South Padre Island

Campaign: Spring Break 2018

Dates: 1/2/2018 - 3/18/2018

Campaign Metrics

2,786,004 13,309 .48% 414,143 Impressions Clicks CTR Uniques

Location Visit

Visits to 15,596 7,044
SPI Total Visits Total Visitors

Influenced Location Visit Report (iLVR)

Advertiser: South Padre Island

Campaign: Leisure 2018

Dates: 1/5/2018 - 3/31/2018

Campaign Metrics

726,344 3,609 .50% **135,903** Impressions Clicks CTR Uniques

Location Visit

Visits to 3,530 1,625
SPI Total Visits Total Visitors

Influenced Location Visit Report (iLVR)

Advertiser: South Padre Island

Campaign: Midwest/Canada 2018

Dates: 1/2/2018 - 3/31/2018

Campaign Metrics

 594,048
 4,935
 .83%
 180,960

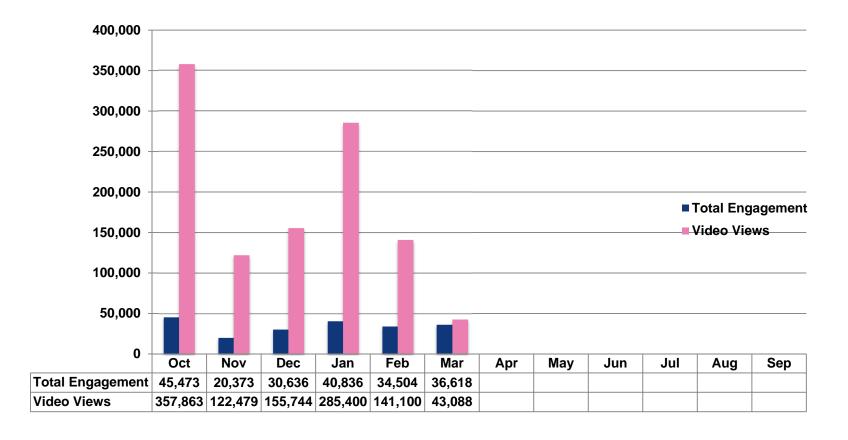
 Impressions
 Clicks
 CTR
 Uniques

Location Visit

Visits to 737 339
Total Visits Total Visitors

EngagementSocial Media

FACEBOOK	TWITTER	INSTAGRAM
Likes: 300, 292	Tweets: 4,145	Posts: 396
Followers: 282,000	Followers: 96,900	Followers: 8,130

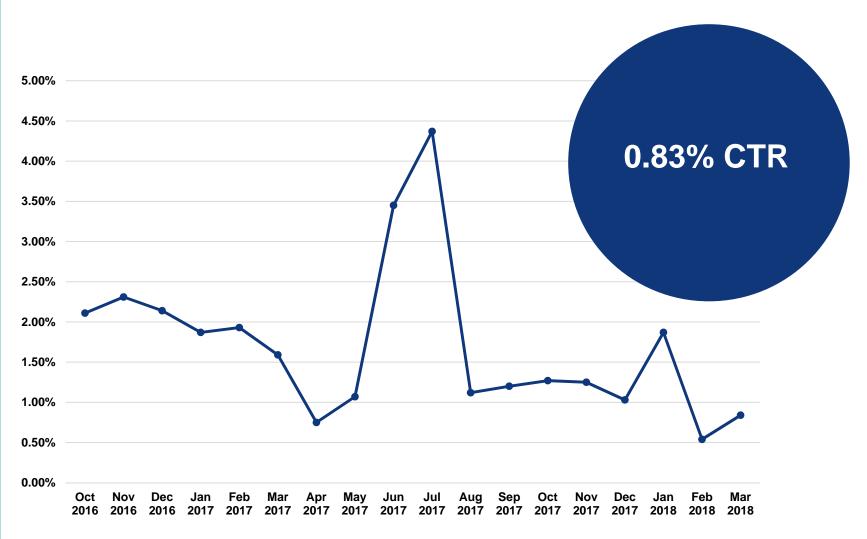


Click Through Rate - Overview

- Total ad spend on Social & SEM was lower in February, down from \$44,092 in Jan to \$36,036 due to our Incremental Spend Campaigns ending.
- There are two new campaigns that will launch soon: Groups & Meetings and Mexico. This will happen in March/April which will help lift our web sessions.
- AdWords spend in February was nearly 50% of the January budgeted numbers (\$30,715 compared to \$17,296) so, naturally, there was a decrease in conversion (down to 10,482 from 14,866).
- Although the ad spend budgets were lower and our # of conversions were lower, we were far more efficient with our media buying and we garnered a much improved lower cost/conversion (January's \$2.07 improved 20% to February's \$1.65)
- The Midwest & Canada target markets far outperformed the Texas markets in both # of conversions (~8,000 in Texas compared to ~26,000 in Midwest & Canada) and cost/conversion (\$1.97-\$13/conversion in Texas compared to \$0.28-\$1.05/conversion in Midwest & Canada)

- Display Network campaigns generate a huge number of impressions, bring people into our retargeting funnel, and help SPI stay top of mind; therefore, it has a big role to play in the marketing mix. That being said, it tends to cost more per conversion and generate fewer conversions since the CPM is the primary metric that is most important in branding campaigns that are more top of funnel
- "Texas Vacation" was the keyword that had the highest number of impressions, which goes along with our goal of getting Texas to consider SPI for their trips. Display campaigns deserve most of the credit for driving these impression number so high.
- Given a smaller social budget, February #s still performed at-par with what we saw in January.
- CTR was nearly the same at 0.4% and CPC was nearly the same at \$0.98.
- Over 600,000 college students were reached an avg. frequency of 2-5 times each during February
- Retargeting efforts on Adroll continue to be the leading campaign, converting at only \$0.85/conversion and reaching over 1,100,000 individuals in February

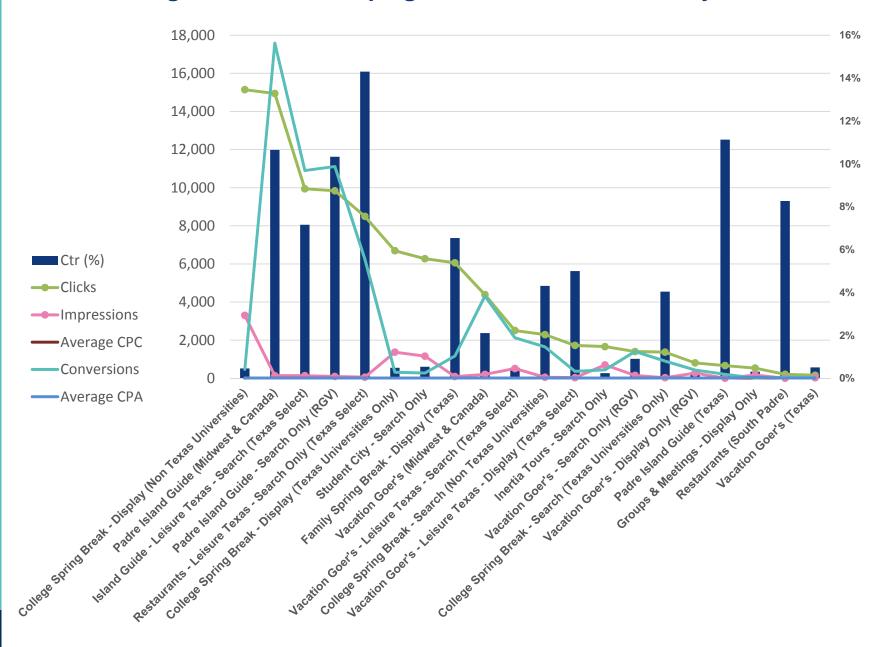
EngagementClick Through Rate



Paid Social - February 2018

Google Ad Words Campaign	Clicks	Impressions	Ctr (%)	Average CPC	Conversions	Average CPA
Odyssey - SPI - College Spring Break - Display (Non Texas Universities)	15,142	3,301,904	0.46%	0.53	463	17.28
The Atkins Group - SPI - Padre Island Guide (Midwest & Canada)	14,942	140,308	10.65%	0.56	17,585	0.48
The Atkins Group - SPI - Island Guide - Leisure Texas - Search (Texas Select)	9,941	138,744	7.16%	1.00	10,902	0.91
The Atkins Group - SPI - Padre Island Guide - Search Only (RGV)	9,838	95,211	10.33%	0.45	11,113	0.40
The Atkins Group - SPI - Restaurants - Leisure Texas – Search Only (Texas Select)	8,494	59,379	14.30%	0.79	6,253	1.08
Odyssey - SPI - College Spring Break - Display (Texas Universities Only)	6,693	1,371,248	0.49%	0.63	315	13.29
Odyssey - SPI - Student City - Search Only	6,272	1,164,534	0.54%	0.65	274	14.77
Odyssey - SPI - Family Spring Break - Display (Texas)	6,061	92,718	6.54%	1.91	1,171	9.88
The Atkins Group - SPI - Vacation Goer's (Midwest & Canada)	4,389	207,955	2.11%	1.90	4,315	1.93
The Atkins Group - SPI - Vacation Goer's - Leisure Texas – Search (Texas Select)	2,504	512,789	0.49%	2.61	2,126	3.07
Odyssey - SPI - College Spring Break - Search (Non Texas Universities)	2,293	53,231	4.31%	4.42	1,653	6.13
The Atkins Group - SPI - Vacation Goer's - Leisure Texas – Display (Texas Select)	1,723	34,472	5.00%	2.68	363	12.74
Odyssey - SPI - Inertia Tours - Search Only	1,662	702,936	0.24%	2.05	444	7.66
The Atkins Group - SPI - Vacation Goer's - Search Only (RGV)	1,402	153,851	0.91%	4.71	1,407	4.69
Odyssey - SPI - College Spring Break - Search (Texas Universities Only)	1,373	33,976	4.04%	5.31	904	8.06
The Atkins Group - SPI - Vacation Goer's - Display Only (RGV)	809	275,534	0.29%	3.03	434	5.65
The Atkins Group - SPI - Padre Island Guide (Texas)	667	5,992	11.13%	0.38	213	1.19
The Atkins Group - SPI - Groups & Meetings - Display Only	535	172,843	0.31%	1.38	13	56.88
The Atkins Group - SPI - Restaurants (South Padre)	208	2,514	8.27%	1.08	51	4.37
The Atkins Group - SPI - Vacation Goer's (Texas)	160	31,482	0.51%	1.57	40	6.31

Google Adwords Campaign Performance – February 2018



EngagementKey Website Content Pages

February 2018

- Spring Break 33,169 views
- Family Spring Break 7,890 views
- Things to Do 6,381 views
- Events / Claytons/ Post Malone 5,571 views
- Vacation Rentals 2,681 views
- **Deals** 2,666 views
- Plan Your Trip 2,480 views
- **Webcams** 2,175 views
- Things to Do 2,028

March 2018

- **Things to Do** 35,882 views
- **Webcams** 29,212 views
- Spring Break –26,699 views
- Things to do/Activities-attractions 16,617 views
- Webcams/North-Beach 15,113 views
- Find Lodging 10,578 views
- Webcams/South-Beach 10,497 views
- Webcams/Causeway 9,331 views
- Things to do/Beach 8,328 views

Texas' BEST BEACH is yours

#JexasBestBeach

Earned Media Impressions – February 2018

TOTAL MENTIONS

9K

TOTAL REACH

3.47B

TOTAL PUBLICITY VALUE

\$3.65M

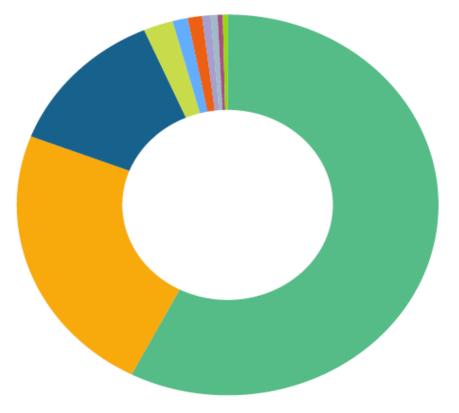
TOP OUTLETS

Outlet	Number of Clips	Reach	Publicity Value
Twitter	4863	0	\$0.00
Instagram	1024	0	\$0.00
San Antonio Express-Ne	72	120,862,152	\$97,294.03
The Galveston County D	51	8,236,959	\$3,789.00
Corpus Christi Caller-Tim	49	9,337,734	\$2,147.68
CultureMap Houston	31	23,366,095	\$5,374.20
SFGate	30	717,870,450	\$165,110.21
Odessa American Online	27	1,692,468	\$389.27
Corpus Christi Caller-Tim	26	777,998	\$82,224.00
Houston Chronicle Onlin	26	422,608,706	\$486,000.01



Earned Media Impressions – February 2018

SHARE OF COVERAGE BY MEDIA TYPE

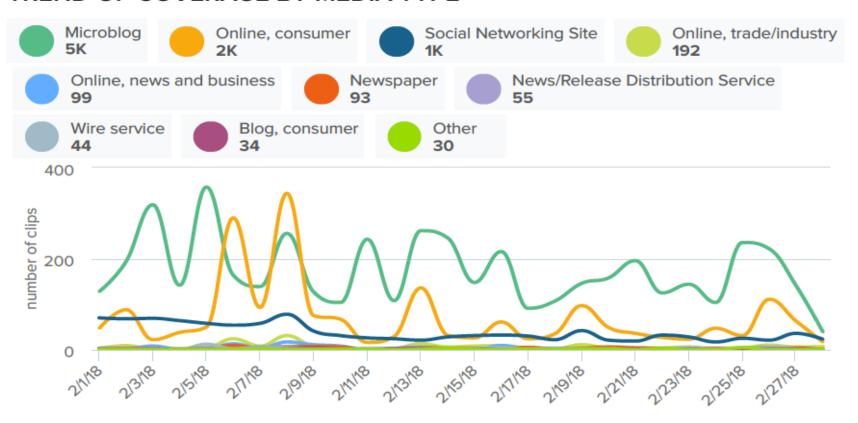


Microblog 5K	57.5%
Online, consumer 2K	23.4%
Social Networking Site 1K	12.6%
Online, trade/industry 192	2.3%
Online, news and business 99	1.2%
Newspaper 93	1.1%
News/Release Distribution 55	Service 0.7%
Wire service 44	0.5%
Blog, consumer 34	0.4%
Other 30	0.4%



Earned Media Impressions – February 2018

TREND OF COVERAGE BY MEDIA TYPE





Earned Media Impressions - March 2018

TOTAL MENTIONS

699

TOTAL REACH

919.11M

TOTAL PUBLICITY VALUE

\$622K

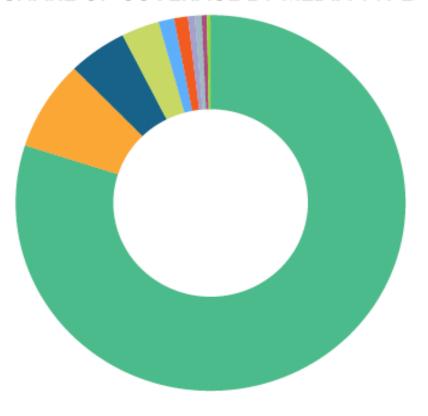
TOP OUTLETS

Outlet	Number of Clips	Reach	Publicity Value
San Antonio Express-Ne	22	36,930,102	\$29,728.73
Valley Morning Star Onlin	17	1,051,229	\$241.78
The Brownsville Herald	14	264,390	\$9,344.67
KRGV-TV Online	12	3,304,956	\$760.14
Odessa American Online	10	626,840	\$144.17
The Brownsville Herald	9	679,221	\$312.44
KENS-TV Online	7	3,122,987	\$1,436.57
SFGate	7	167,503,105	\$38,525.71
Houston Chronicle Onlin	6	97,525,086	\$112,153.85
KAUZ-TV Online	5	233,815	\$53.78



Earned Media Impressions - March 2018

SHARE OF COVERAGE BY MEDIA TYPE

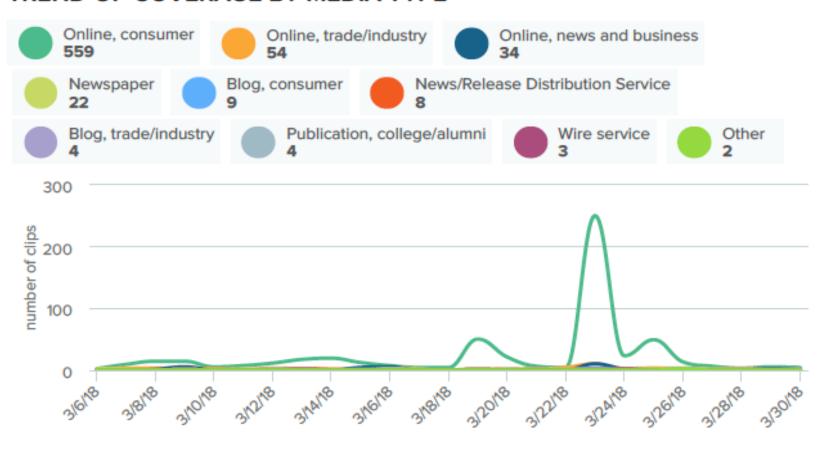


Online, consumer 559	80.0%
Online, trade/industry 54	7.7%
Online, news and business 34	4.9%
Newspaper 22	3.1%
Blog, consumer 9	1.3%
News/Release Distribution 9	Service 1.1%
Blog, trade/industry 4	0.6%
Publication, college/alumni 4	0.6%
Wire service 3	0.4%
Other 2	0.3%



Earned Media Impressions - March 2018

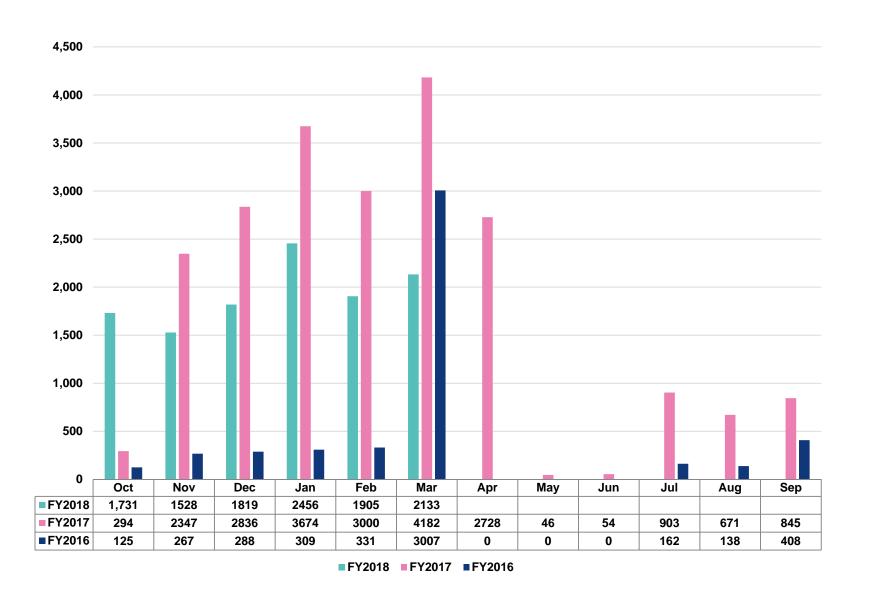
TREND OF COVERAGE BY MEDIA TYPE





Conversion

Email Leads



Conversion

Outbound Partner Links



Jexas' BEST ADVENTURE is yours #Jexas Best Beach

CITY OF SOUTH PADRE ISLAND ADVISORY BOARD MEETING AGENDA REQUEST FORM

MEETING DATE: April 25, 2018

NAME & TITLE: Keith Arnold, CVB Director

DEPARTMENT: South Padre Island Convention and Visitors Bureau
ITEM
Discussion and action to approve the adoption of the entire CRM approach for handling inquiries/leads. Update and discussion of the CVB Staff Productivity Report.
ITEM BACKGROUND
The CVA Board directed TAG to develop a CRM for CVB Email Marketing initiatives. The CRM guides prospective visitors from inquiries to standardized high quality welcome responses to best sources for their interests in lodging, activities, attractions, dining and shopping etc. to an automatic subscription for e-blasts and news releases about the destination on an ongoing basis.
BUDGET/FINANCIAL SUMMARY
COMPREHENSIVE PLAN GOAL
LEGAL REVIEW
Sent to Legal: YES: NO:
Approved by Legal: YES: NO:
Comments:
RECOMMENDATIONS/COMMENTS



the**atkins**group 2018 Website Initiative

Customer Relationship Management (CRM)

E-mail & Lead Distribution Marketing Customer Journey

First Touch Email: Customer Journey for Current Subscribers (80K)

First Touch - Rolling Deployment

Unopened Email

First Follow Up -**Signature Attractions**



Email will deploy and re-engage with 80,000 current opt-in subscribers. Recommend sending in batches to avoid mail sender being marked as SPAM.

Reintroduce brand through current messaging, focusing on spring and summer timing.

Gain additional intelligence of our 80K email database by way of tagged image blocks.

Subscribers begin to receive communications from a single source.

Subject Line:

Texas' Best Beach is Yours | South Padre Island

Preheader Text:

The best getaway starts right here at Texas' Best Beach

Automatic Send.

Deployment Dates:

- April 29
- April 30
- May 1



If email is unopened, an Alternative First Touch email will be sent automatically in 7 days with a different subject line and header image:

Subject Line:

Escape Now to Texas' Best Beach | South Padre Island

Preheader Text:

Get on Island time in no time at Texas' Best Beach

Deployment Dates:

- May 6
- May 7
- May 8









System waits 5 days. Sends Signature Attractions email automatically.

Subscribers are now synced with new CRM Program.

Subject Line:

Kick off your flip-flops and stay awhile | South Padre Island

Preheader Text:

Catch the wind and ride the waves at Texas' Best Beach

System Waits 5 Days from the opened email.

Deployment Dates: Opened emails:

- May 4
- May 5
- May 6

Unopened emails:

- May 11
- May 12
- May 13

First Touch Email: Customer Journey for Current Subscribers (80K)

Unopened Email

Second Follow Up - Signature Events

Unopened Email

Monthly Follow Up - eNewsletters



If email is unopened, an alternative Signature Attractions Email is sent **automatically in 7 days** with a different subject line and header image.

Subject Line:

What's there to do? Everything under the sun. | South Padre Island

Preheader Text:

The best adventure starts right here at Texas' Best Beach



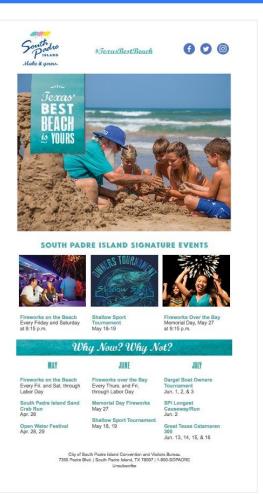
Signature Events Email is sent automatically, 7 days after Signature Attractions Email.

Subject Line:

The getaway your family won't get over | South Padre Island

Preheader Text:

Fun, sun and endless blue skies. Texas' Best Beach is Yours.



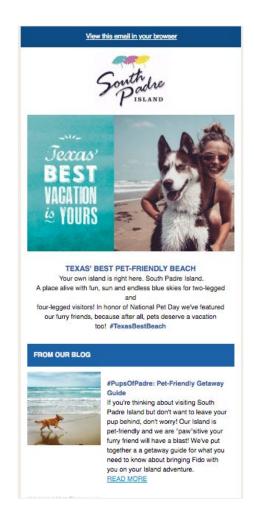
If email is unopened, an alternative Signature Events Email will be sent **automatically in 7 days** with a different subject line and header image.

Subject Line:

The vacation you'll never stop talking about | South Padre Island

Preheader Text:

Your own island is right here at Texas' Best Beach

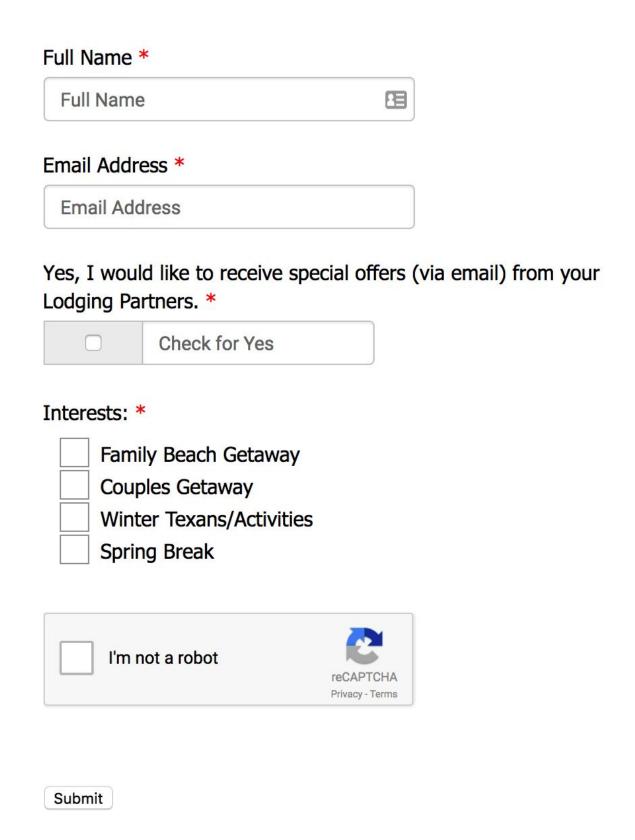


After 7-days, users will be synced to receive bi-monthly enewsletter communications promoting the latest island events through social media visuals, blog posts and more.

OPT -IN SUBSCRIPTION

Customer Journey begins when **users subscribe online at sopadre.com.** A set of predetermined triggers will activate each campaign:

- Family Beach Getaway
- Couples Getaway
- Winter Texans/Activities
- Spring Break



PHASE 1

Subscriber Opts to Share Email Address

Subscriber Opts to NOT Share Email Address

Customer Journey begins when **users subscribe online at sopadre.com.** A set of predetermined triggers will activate each campaign:

- General Leisure Family
- General Leisure Non-Family
- Winter Texans
- Spring Break

User has checkbox option to allow email address to be shared and to receive email communications from tourism partners.

User opts to have email address shared with tourism partners.



Email Lead is <u>automatically</u> sent to tourism partners.



Subscriber can access lodging information from sopadre.com and also "Where to Stay" call to action within CRM Customer Journey Process (e-blast communications)



Subscriber continues with customer journey process

User opts to <u>NOT</u> have email address shared with tourism partners.



Users email address is <u>NOT SHARED</u> and email lead stays with the SPICVB



Subscriber can access lodging information from sopadre.com and also "Where to Stay" call to action within CRM Customer Journey Process (e-blast communications)



Subscriber continues with customer journey process

PHASE 2

IN PROGRESS

VRM DIRECT BOOKING

SPICVB is currently seeking company for VRM direct booking. CVB to make future appointments with two more companies. (i.e. Red Awning)

HOTEL DIRECT BOOKING

Roundtable discussion with hoteliers to ID platforms used for direct bookings (i.e. Ares, Book Direct, etc...)







Welcome Email

First Follow Up - Signature Attractions

Unopened Email

Second Follow Up - Signature Events



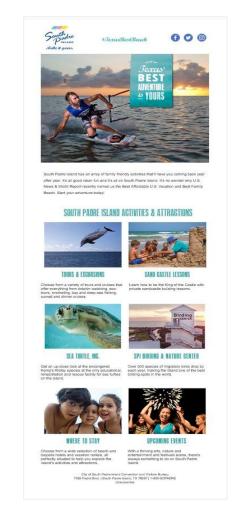
Welcome Email is **automatically**, **immediately** sent after user submits their information online.

Subject Line:

A tropical vibe for the whole tribe | South Padre Island

Preheader Text:

Welcome to South Padre Island. A place alive with fun, sun and endless blue skies.



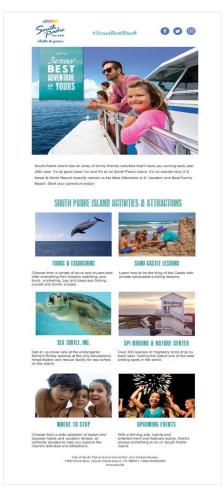
Signature Attractions Email is sent automatically, 7 days after Welcome Email.

Subject Line:

Kick off your flip-flops and stay awhile | South Padre Island

Preheader Text:

Catch the wind and ride the waves at Texas' Best Beach



If email is unopened, an alternative Signature Attractions Email is sent **automatically in 7 days** with a different subject line and header image.

Subject Line:

What's there to do? Everything under the sun. | South Padre Island

Preheader Text:

The best adventure starts right here at Texas' Best Beach



Signature Events Email is sent automatically, 7 days after Signature Attractions Email.

Subject Line:

The getaway your family won't get over | South Padre Island

Preheader Text:

Fun, sun and endless blue skies. Texas' Best Beach is Yours.

Unopened Email



If email is unopened, an alternative Signature Events Email will be sent **automatically in 7 days** with a different subject line and header image.

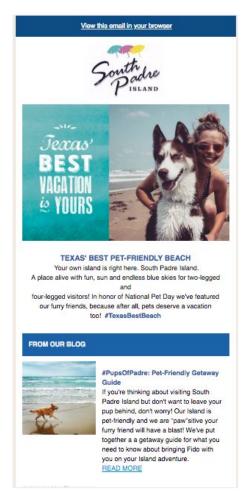
Subject Line:

The vacation you'll never stop talking about | South Padre Island

Preheader Text:

Your own island is right here at Texas' Best Beach

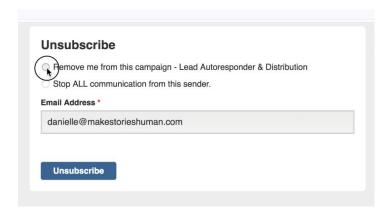
Monthly Follow Up - eNewsletters



After 7-days, users will be synced to receive bi-monthly enewsletter communications promoting the latest island events through social media visuals, blog posts and more.

Opt-Out

Unsubscribers



ConfirmationYou are successfully unsubscribed. Thank you.

Opt-in subscribers have the option to opt-out and unsubscribe from SPI communications. This **option automatically removes leads** from our communication programs.

Thank You

CITY OF SOUTH PADRE ISLAND ADVISORY BOARD MEETING AGENDA REQUEST FORM

MEETING DATE: April 25, 2018
NAME & TITLE: Keith Arnold, CVB Director
DEPARTMENT: South Padre Island Convention and Visitors Bureau
ITEM
Presentation, discussion and possible action regarding Friends of RGV Reef project funding request.
ITEM BACKGROUND
Friends of RGV Reef requests funds in the amount of \$50,000 to be available no later than September 30, 2018, to augment this summer's deployment in RGV Reef located off South Padre Island. Additionally request is made for \$50,000 annually for the next four years, if funds are available. Friends of RGV Reef will refer to the reef as located off or at South Padre Island when it isn't awkward within good communication structure in its public footprint.
BUDGET/FINANCIAL SUMMARY
A total sponsorship of \$58,000.00 was granted for the 16/17 FY.
* 02-593-8099 (Special Events) \$39,068.00 * 80-580-9178 (EDC) \$19,534.00
COMPREHENSIVE PLAN GOAL
LEGAL REVIEW
Sent to Legal: YES: NO:X
Approved by Legal: YES: NO:X
Comments:
RECOMMENDATIONS/COMMENTS



419 W. US Hwy 83 Pharr, TX 78577 www.rgvreef.com www.facebook.com/rgvreef/

South Padre Island Convention Center and Visitors Bureau

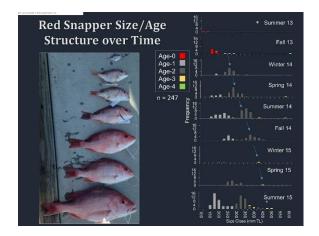
Sirs:

Friends of RGV Reef requests funds in the amount of \$50,000 to be available no later than September 30, 2018, to augment this summer's deployment in RGV Reef located off South Padre Island. Additionally request is made for \$50,000 annually for the next four years, if funds are available. Friends of RGV Reef will refer to the reef as located off or at South Padre Island when it isn't awkward within good communication structure in it's public footprint.

The funds will be used to place concrete and steel in the reef. The reef is unique in its size (20 times the size of most Texas reefs), and is comprised of a large nursery area and multiple (around 70 so far) patch reefs with graduated steppingstones of habitat with increasing complexity. Marine science and observant fishermen know that species richness and total biomass increase with complexity. This money is to increase the footprint and complexity of the reef. This winter the reef overwintered it's first year age class of snapper, approximately 240,000 hand size fish. 80 % of these fish will stay on the reef year over year. At 3 years of age they are of catchable size, with subsequent age classes of fish maturing each year. We can make many more fish than we can attract from elsewhere.

The most powerfully economic visitor to South Padre Island comes from elsewhere. If you want to attract people from elsewhere, you have to have catchable fish; dumb fish. Not smart fish that have seen it all. You have to have dumb fish that the 12 year old kid that his parents brought from San Antonio can catch. For dumb fish you have to have lots of fish. The larger and more complex the reef is the more dumb fish it can produce, and the greater the economic impact it can have, Friends of RGV Reef's mission is to bend a pole in a kid's hands. That mission dovetails with the highest economic impact for South Padre Island.

RGV Reef off South Padre Island is the only reef off the Texas Coast that can ever have dumb fish. It's the only one with the size. It's the only one that has the complexity. It's the only one with an organization as effective as the all volunteer Friends of RGV Reef. It's the only one that can truly become a fishing destination. South Padre Island wants to become a destination city. Tourists are very much like Red Snapper. They don't want to vacation in a drab monoculture, they want a complex entertaining habitat. Here is the CVB's chance to contribute to that complexity with a return on investment in the thousands of a percent. The reef and its effect will last for decades and you never have to mow the grass or pick up the trash.





Synopsis

The first thing to remember that is the reef, at 1650 acres is huge, almost 3 square miles, 20 times larger than most Texas reefs, and is the first reef to have an industrial scale nursery. We can grow many more fish than we can attract from elsewhere. This is half of what makes the reef unique. The other half is the efficiency that Friends of RGV Reef has hammered together to populate the reef with graduated steppingstones of material to build the complex habitat needed to maximize the number of species and total fish population in the reef. By all accounts it is unique in the Gulf, probably in the world.

Last years deployment was immediately occupied by an estimated 240,000 hand sized young snapper, which have grown to about 12 to 14" according to the charter for hire "head" boats that are catching them. Please note that these boats previously left South Padre Island every winter for Port Mansfield, but stayed this winter. Those snapper will be 16" and legal size this summer. There are also enough adult snapper attracted from elsewhere that fishing is good on the reef this spring with limits of snapper being caught on the reef.

This spring there is an \$800,000 CMP grant, \$400,000 from the GLO and \$400,000 from the grant administrator, TPWD to place 750 tons of material, mostly Reefing Pyramids in the western 1/3rd of the reef. Please note that this is \$1066/ton.

Friends budget is about \$500,000 this summer, and our ability to expand that budget is closing fast as available concrete on the scale we deploy isn't available on instantaneous demand. We have 1500 tons of concrete rip rap on our Port of Brownsville site and we will be placing concrete RR ties donated by BNSF Railroad in pic-up-stix like piles, one of which will be 45 feet tall and reach within 30' of the surface.

The amount of RR ties are the variable in this summer's deployment, and which amount can be increased by additional donations. We have enough money for 7000 tons. For a sense of scale

that's 350 diesel semi truckloads, or 90 railcars merely counting the RR ties. Yes, that's right, an entire train.

We can still expand our budget, and each \$13,000 or so moves one load on our deployment vessel. 180 tons/trip. Please note that this is \$72/ton.

Friends has several donated assets in place this summer and will place from 9500 tons of material on the bottom. Please note that we will be placing material for approximately ONE TENTH THE COST of normal reefing contracting by TPWD or CCA. This is why the reef will be productive in a couple of years rather than the couple - three decades that were anticipated.

This efficiency is ephemeral; the confluence of donated managerial skill, donated rail side and industrial dockside storage yards, donated or heavily discounted equipment and material and relatively cheap marine transport due to large economies of scale will probably not be available in the future. It takes an enormous amount of effort and skill, to mesh that many moving parts. We therefore urge the City, the EDC, and the CCVB to proceed with all reasonable speed and at the highest level possible to fund the reef while it is efficient to do so.

Thank y	ou,
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Josh Bennett