

**Cumbres & Toltec Scenic Railroad Commission
Minutes of the Regular Meeting, May 20, 2023**

Location of Meeting:

Chama Fire Station Classroom
479 4th Street
Chama, NM

Present at Meeting: Commissioner Mark Graybill, Commissioner Billy Elbrock, Commissioner Scott Gibbs, Commissioner Smith Casford

The regular meeting of the Commission of the Cumbres and Toltec Scenic Railroad was called to order at 9:00am on May 20, 2023, by Chairman Billy Elbrock

Approval of Agenda: The agenda for the meeting was distributed. Motion to Approve agenda as presented: Commissioner Graybill, seconded by Commissioner Gibbs. Approved 4/0

Approval of Minutes from Regular Commission Meeting on February 23, 2023: The minutes of the February 23, 2023, meeting were reviewed. Motion to approve: Commissioner Graybill, seconded by Commissioner Gibbs. Approved 4/0

Approval of Minutes from Special Commission Meeting on April 26, 2023: The minutes of the April 26, 2023 meeting were reviewed. Motion to approve: Commissioner Graybill, seconded by Commissioner Gibbs. Approved 4/0

Approval of Minutes from Special Commission Meeting on April 30, 2023: The minutes of the April 30, 2023 meeting were reviewed. Motion to approve: Commissioner Graybill, seconded by Commissioner Gibbs. Approved 4/0

Presidents Report: Attached as Addendum A

Superintendent's Report: Attached as Addendum B

Financial Report: Attached as Addendum C

Marketing Report: Attached as Addendum D

Local Affairs Report: Attached as Addendum E

Capital Projects Report: Attached as Addendum F

Friends of the Cumbres & Toltec Scenic Railroad Report: Attached as Addendum G

New Business:

- a. **Presentation of FY 22 Audit:** Josh Trujillo, CPA of SJT Group, LLC presented the Audit Report for the Cumbres & Toltec Scenic Railroad Financial Records for Fiscal Year 2021-2022. The complete audit is available online at <http://commission.ctsrr.com/wp-content/uploads/2023/05/CTSRR-FY22-financial-statementsfinal.pdf>

- b. Motion to Discuss** Resolution 2023-005: A Resolution to Accept the Audit Report for the Cumbres & Toltec Scenic Railroad Financial Records for Fiscal Year 2021-2022, made by Commissioner Graybill, seconded by Commissioner Gibbs. Approved 4/0
Motion to Approve Resolution 2023-005: A Resolution to Accept the Audit Report for the Cumbres & Toltec Scenic Railroad Financial Records for Fiscal Year 2021-2022, made by Commissioner Gibbs, seconded by Commissioner Graybill. Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously
- c. Motion to Discuss** Resolution 2023-006: A Resolution to Approve the Cumbres & Toltec Scenic Railroad Commission Policies and Practices Manual v8.0, made by Commissioner Smith Casford, seconded by Commissioner Gibbs, Approved 4/0
Motion to Approve Resolution 2023-006: A Resolution to Approve the Cumbres & Toltec Scenic Railroad Commission Policies and Practices Manual v8.0, made by Commissioner Graybill, seconded by Commissioner Smith Casford, Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously
- d. Motion to Discuss** Resolution 2023-007: A Resolution to Adopt FY24 Budgets made by Commissioner Smith Casford, seconded by Commissioner Graybill. Approved 4/0
Motion to Approve Resolution 2023-007: A Resolution to Adopt FY24 Budgets made by Commissioner Graybill, seconded by Commissioner Gibbs. Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously
- e. Motion to Discuss** Resolution 2023-008: A Resolution to Approve a Contract with Burt & Company CPA's LLC for Bookkeeping Services made by Commission Smith Casford, seconded by Commissioner Gibbs, Approved 4/0
Motion to Approve Resolution 2023-008: A Resolution to Approve a Contract with Bury & Company CPA's LLC for Bookkeeping Services made by Commissioner Graybill, seconded by Commissioner Smith Casford, Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously
- f. Motion to Discuss** Lease Agreement for Electric Vehicle Charging Station by and between Cordova Contracting & Development, LLC and Cumbres & Toltec Scenic Railroad Commission made by Commission Graybill, seconded by Commission Smith Casford Approved 4/0
Motion to Approve Lease Agreement for Electric Vehicle Charging Station by and between Cordova Contracting & Development, LLC and Cumbres & Toltec Scenic Railroad Commission made by Commission Smith Casford, seconded by Commissioner Graybill, Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously
- g. Motion to Discuss** Rotary Club of Chama Valley request to plant tree on Commission property made by Commissioner Smith Casford, seconded by Commissioner Graybill. Approved 4/0
Motion to Approve Rotary Club of Chama Valley request to plant tree on Commission property contingent on acceptance of a written agreement to address Commission's concerns made by the Commission by Commissioner Graybill, seconded by Commission Gibbs, Graybill: Yes, Smith Casford: Yes, Gibbs: Yes, Elbrock: Yes. Motion passed unanimously

Old Business: none presented

Executive Session: Motion to enter Executive Session pursuant to the Commission's Policies and Practices v7.0, adopted March 29, 2012, regarding limited personnel matters at 10:53 am made by Commissioner Smith Casford, seconded by Commissioner Graybill. Graybill: Yes, Gibbs: Yes, Elbrock: Yes

Smith Casford: Yes. Motion passed unanimously. The Commission reconvened out of Executive Session at 11:55am. Motion to reconvene: Commissioner Graybill, seconded by Commissioner Gibbs. Graybill: Yes, Gibbs: Yes, Elbrock: Yes Smith Casford: Yes. Motion passed unanimously. **Chairman Elbrock stated that no decisions were made, nor any action taken during the Executive Session.**

Actions following Executive Session: Scott Gibbs announced that due to a mandate by the New Mexico Governor to select a GM that is not a Commissioner, Commissioner Gibbs has decided to remain a Colorado Commissioner and the Commission will begin the search for a new General Manager immediately.

Public Comment: none

Motion to adjourn made by Commissioner Gibbs, seconded by Commissioner Smith Casford. Approved 4/0. Meeting adjourned at 12:06pm

The next meeting will be held on Saturday, August 26, 2023 at 9am, Antonito, CO, location to be determined.



Kim Smith Casford, Secretary

Spring 2023 President's Report for FY22-23

This is the last CTO President's report to the Commission for the current fiscal year. It is a bit longer than the usual quarterly reports.

Refinement of the management processes for Cumbres Toltec Operating LLC has taken a majority of executive leadership's attention over the past year. We have been focused on improving and correcting some of the Commission – CTO Governance issues that have been identified over the past 23 months. The Policy and Practices Manual for the C&TS Commission has been updated to version 8.0 and will be voted on during this meeting. The key changes are on the role of the Commission as the Board of Directors for CTO and modifying purchasing authority limits consistent with approved Commission resolutions.

A new Strategic Plan for the railroad was developed over the winter. The plan lays out a 5-year vision for the railroad. The Strategic Plan was developed by the CTO management team and submitted to the Commission for approval at the February Commission meeting. After approval of the February minutes the new Strategic Plan will be posted on the Commission web site.

One issue identified during the strategic planning process was a lack of a management development program within CTO. During the off season, one day per month was dedicated to different management development topics for the team. An outside facilitator, or a teacher was used for the various topics. The railroad has a very young and diverse management team. Investment in the people responsible for providing a safe and enjoyable guest experience is an investment in the next generation protecting the investments by the people of Colorado and New Mexico in the C&TS RR.

Recruiting and retaining staff to work for the railroad is a challenge in the post pandemic world. We established two \$5,000 scholarships with Trinidad State Collage in Alamosa to help build a pipeline of skilled crafts persons for the railroad. One scholarship is for a student from the Colorado San Luis Valley and one for a student from the New Mexico Chama Valley. The current staff and management team reflect the demographics of the local communities. Diversity representation of the staff has been an important issue for the two state legislative appropriation committees.

Significant changes were made to the employee benefits package this year. Some changes were required due to changes in CO and NM state employment laws. The primary change was the separation of Paid Time Off

into separate annual and sick leave earned time. We were also able to raise the starting pay to \$17.00 per hour providing the staff at least a 9.7% increase as we begin the 2023 operating season. We also moved the SIMPLE IRA from Morgan Stanley in Durango to ADP after we moved our payroll system to ADP. The ADP IRA provides our employees with more investment options for their retirement funds. A new Employee Handbook has been created and reviewed by Employers Council. Distribution will begin next week.

The drug and alcohol testing program, compliant with DOT quality assurance requirements, has been implemented. A medical review officer is now reviewing the drug testing results before providing those to the railroad.

The Commission and CTO worked with the appropriation committees of both legislatures. The requested funding for Commission operations, which covers the property insurance for the RR was fully funded by both States. Capital funding from Colorado and New Mexico was funded as requested and returned to pre pandemic levels. A special appropriation of \$125K to design the structural repairs needed to the two stalls of the Chama roundhouse was approved by New Mexico. Once the design is completed, we will request funding to execute the repair work needed on this historic structure.

Last year, Colorado Governor Polis proposed buying out the capital appropriation process with a single ARPA funded appropriation. The long-term strategy adopted a few years ago, created an expectation within the two states that the railroad would become self-sufficient within a 10-year window. The COVID pandemic upset those plans. The members of both legislatures requested an update on the progress toward self-sufficiency during the recent sessions. Looking forward, the railroad will need to continue to focus on cost containment, and revenue increases to assure its continued survival.

A new budgeting and accounting structure has been developed for CTO. The FY23-24 budget will be presented for approval at this meeting. The revised structure ensures we are compliant with governmental cost accounting standards, a requirement for expending the 3 million dollars of ARPA funding provided by NM.

A new VOIP phone system is currently being installed. This should save the railroad $\frac{2}{3}$ of the cost of the previous phone system.

During the past year, two new $\frac{3}{4}$ ton 4x4 pickups were purchased through the State of Colorado fleet purchase program. One $\frac{1}{2}$ ton pickup was purchased at the GSA auction, a $\frac{3}{4}$ ton flat-bed was purchased at auction for the track

crew and a 1-ton truck chassis was purchased through the auction for the brush truck skid the Village of Chama donated to the railroad. Several older vehicles will be retired.

Track maintenance equipment has been upgraded with a new to us ballast regulator, a new tracked excavator and a new backhoe. The excavator is equipped with a masticator for management of vegetation along the right of way. We also added a rock breaker to the excavator to address rock falls. The backhoe is equipped with a tamper attachment to speed up replacement of switch ties.

During the summer of 2022 the Osier dining hall was put back into operation except for the kitchen after the September 22, 2021 bakery fire. A temporary kitchen was placed across the tracks to serve food to the railroad's guests for the 2022 operating season. All the new kitchen equipment has been ordered and received. The equipment is currently being installed in the rebuilt kitchen. New food serving tables have been ordered but have not yet shipped. The total cost to recover the dining hall after the fire exceeded the insured value of the building of \$1.7 million dollars. The insurance company is exploring whether to subrogate the claim against Toltec Gorge Catering for the fire. The Osier fire claim is the second very large claim against the RR's property insurance policy. The RR's annual property insurance costs increased 51% as a result of this claim and the Lobato trestle fire several years ago.

A new 5-year bus contract has been negotiated with Mountain View. We will have 3 buses during most of the operating season with an option to add a 4th bus during the fall color season. The daily cost is slightly less than last year but the fuel adjustment surcharge is slightly higher.

The new Antonito train storage building materials have been received from Cleary building company. Delivery of the building was delayed due to shortages of sheet steel needed for the roof and exterior. Construction of the track was completed before Christmas and the building began to go up this month. The building has been delayed about 6 months from our original promised construction date. When completed, the building will house the historic wooden car set and two small locomotives.

The Commission approved acquisition of the gift shop space adjoining the Commission and Friends of the C&TS RR properties in Antonito. A full assessment of the work required to repair the space and to bring into compliance with current ADA requirements will be completed later this year.

The Commission also approved purchase of the former Ed & Mikes body shop in Chama. This building is being upgraded so it can be used to maintain the expanded fire engine fleet. The rear of the building also provides us shop space to maintain the motor cars based in Chama for fire patrol behind the trains. This gives us indoor space to maintain the motor cars. The building is also providing additional storage space.

We hired a tree trimming company from Taos to clear dead and damaged trees around the Chama yard. Several dead trees were removed that were a threat to power lines or personnel safety. Other trees between the north yard switch and the Chama river bridge were trimmed to provide clearance for the train.

The former F&CC combine number 60 that had been on the property for many years was sent to the NCNGR. The car was not owned by the Commission but had been stored in Antonito. The NCNGR plans to restore the car over the next several years. We have had some interest in acquisition of the old standard gauge hopper car sitting east of the coal tipple. We have asked the City of Colorado Springs for permission to dispose of the old tender cistern for 168. This work is part of an effort to clean up the railroad property.

The wildland fire prevention plan was significantly revised in 2022. The plan is based on preventing a fire start by observing the probability of ignition of 1-hour fine fuels rather than a program to fight fires once started. The Durango & Silverton Narrow Gauge RR and the East Broad Top RR have both requested copies of our wildland fire prevention plan. The fire-fighting resources of the railroad have been strengthened with the addition of a brush truck in 2022 and an additional one in 2023. The fire patrol remains in operation behind each train. Last season we had two small fire starts. The oil burning engine 489 dropped a piece of firebrick onto a tie and ignited the tie between the rails. Engine 463 left the Antonito terminal and dropped ashes onto the ties due to the ash pan door not being securely closed. There were no fire starts due to stack cinders. Engine 488 had historically ignited lineside fires. Replacing the cyclone front end with a Master Mechanic front end, like the engine was equipped with when new, reduced the size of cinders from the stack significantly lowering the probability of ignition.

The Chama shop has been working on locomotives 463, 484, 488 and 489. The Federal Railroad Administration annual inspections on the four

locomotives have been completed. This was the 5th annual inspection for 488 so it also required an inspection of the flexible stay bolts. To perform this inspection the cab and all the cab appliances were removed, the stay bolts were inspected, and the cab was reinstalled. The 489 has had a lot of running gear work performed this winter. All the brasses on the side and main rods are being replaced. The crank pins on the 2nd and 3rd drivers required turning so they are once again round. The trailing truck is having a thrust plate replaced and is being trued up so it will track correctly under the locomotive. The coal grate actuators and ash pan have been removed to allow a deeper firepan to be installed for improved combustion of oil in the firebox. In addition, the door air damper is being extended below the cab so combustion air is drawn from outside the cab. The 489 will not be in operation on opening day.

The Antonito shop completed the FRA required 1472 service day inspection on locomotive 315 for the Durango Railroad Historical Society. The engine ran from Antonito to Lava on March 9 and 10 with a 3 car 78-ton train. The 315 is currently scheduled to lead the first train out of Antonito on May 27.

Locomotive 168 moved into the shop after the 315 was completed. The FRA annual inspection has been completed. The cracks in the fireman's side of the cylinder saddle have been repaired using a metal stitching method. The engineer's side of the cylinder saddle had more extensive cracking. There was a repair made by the D&RG before the engine was placed in Antlers Park. The D&RG had formed a 1/2-inch plate to fit over the saddle to hold the saddle together. After we inspected the saddle with dye penetrant, we observed the crack had propagated to the rear of the saddle. As we removed the D&RG patch, we observed the crack had run from the front of the saddle to the rear through the 4 bolts holding the boiler to the cylinder saddle on the engineer's side of the locomotive. A section of the cylinder saddle fell off when we removed the D&RG patch. We used the same metal stitching technique to repair the engineer's side of the locomotive. A plate was formed to go over the repaired cylinder saddle and tie the smokebox to the cylinder saddle. It was also noted that many stay bolts are showing excessive wastage. We are developing a plan to replace the firebox stays during the 2023-24 shop season. The locomotive made a test run with a train on May 16, 2023. The 168 is currently scheduled to operate from Antonito on May 28.

The 487 was towed dead-in-train to Antonito by engine 484 on November 14. The firebox had some visible spider cracking around a few stay bolts. Once the engine was in the shop the grates and ash pan were removed, magnetic particle and dye penetrant inspections were performed to determine the extent of the cracking in the firebox and ultrasonic thickness measurements were

made. The bottom 18 to 24 inches of the firebox was removed due to extensive cracking from the stays and significant thinning of the sheets. New lower corners, side sheets, door sheet and rear flue sheet parts were fabricated using the McCabe flanger and a set of dies fabricated in Antonito. Morton Locomotive & Machine and the Antonito shop partnered to get the sheets fabricated. We used the dies and the flanger to make new firebox corners for the D&SNG RR's 480 as well. The new sheets are being welded into the 487's firebox. A patch is also being applied to the outer wrapper sheet on the engineer's side of the firebox to address cracking around the blowdown valve. New rivets will be driven to attach the sheets to the mud ring while full penetration welding will join the new sheets to the old. Once all the firebox work is completed the new oil burner and fire pan will be installed. A new riveted tender cistern has been completed and the oil tank will be fitted into the rebuilt tender. The 487 is being converted to burn used lubricating oil using the same design as the 489 was modified with during the 2022-23 winter season plus the changes being made this winter. Given the extensive firebox work and the tender rebuild required on this locomotive we do not anticipate 487 being ready for opening day but it should be in service soon after 489 is operational.

We have 4 locomotives available for operation today plus DRHS's 315. We will have the two oil burning engines available later in the season.

Work on locomotive 492 has begun. This locomotive has not operated since 1966. New side rods, main rods and valve gear has been ordered. Various appliances are being rebuilt or sourced. We recently had the whistle from D&RGW 490 donated for 492. The locomotive will be pulled off the stub track and work on the boiler and running gear should commence this summer. A contractor will be used to install flexible staybolts in the firebox similar to what the D&SNG RR did with 493. Based on the Form 4 analysis for sister engines 491 and 493, there may need to be some additional work on internal boiler braces to bring the engine into compliance with 49 CFR 230.

All 23 the passenger cars used on trains 215 and 216 have received new paint and lettering this winter in the Antonito shop as well as the regular annual inspections. The new Parlor car has been completed and will be added to the June 3 train out of Antonito. We have something special planned for the roll out of the new parlor car. The three wooden cars of the historic car fleet received annual inspections.

As everyone is aware, the last "normal" season for the railroad was 2019. In 2020 we all went through the COVID Pandemic shutdowns, and the

restrictions followed through into 2021. In 2022 the large wildland fires in NM absorbed all the fire-fighting resources in the southwest United States. Carson National Forest shut down forest access. In discussions with Rio Grande National Forest, Carson National Forest and the CO and NM Forestry staff the Commission delayed opening day until July 1. We estimate this decision cost the railroad about \$770,000 of lost revenue in last fiscal year.

The track capital program continued throughout FY2022-23. The FRA mandated bridge program inspections confirmed that all these structures are in safe condition to continue to support operations. The water tank supports were also inspected, and a few supports were identified that need replacement. Track materials, ballast and ties have been procured and additional track maintenance equipment has been acquired so that this vital program work can be acceleration this year.

When we set the 2023 operating schedule the management team decided to focus on building ridership on the two daily trains since increasing ridership on these two trains has the greatest impact on the surrounding communities. Ridership bookings for the 2023 operating season are running well ahead of the 2019 season. Total ridership is 11% ahead of 2019, 38% ahead of 2019 revenue. Booked seats on trains 215/216 are 21% ahead of 2019 as of May 18 for both years. Our new 5-year strategic plan sets a long-term goal to sell 25% of the available train 215/216 seats before the season begins. As of May 18, we have sold 20% of the seats on these two trains. Total ticket sales to date for FY2022-23, July 1, 2022 through June 30, 2023 have been 29,152. The sales for the upcoming season after July 1 are booked as deferred revenue in this fiscal year.

Scott Gibbs

President C&TS RR

Superintendent's Report as transcribed by Sam Seiber:

At Osier station, the plumbing needs to be completed. That should get the kitchen ready to go. The electrician reports their work is about 90% done. He needs to make one final trip up to Osier to be sure all is OK. The forest road to Osier was opened last Friday (5/12). The road is closed to public use by the forest service. This is to minimize road damage as it is still wet. Contractors are sent in on dry days. The Osier station should be ready for opening day. There are a few small projects to be completed. They should be done by 6/3. The entire line is open. The line is blocked right now by the diesel locomotive at MP 309. That should be hauled off the mainline by Monday afternoon. Tuesday, an engine will be moved from Antonito to Chama. Wednesday, more equipment (passenger cars, etc.) will be moved to Chama. This will provide a test for the track bed. Much of it is still very wet. The work performed by the shop guys on both sides was unbelievable. The cleaning crew has really been at preparing the cars. That work was done by just two people. It should be quite an opening day show next Saturday. They are working on their paint booth addition to the Antonito shop. The historical shed is on hold. Once the shed is built, they will be able to clean up the yard in Antonito. Right now, there just isn't a place to put stuff. Zell continues his work on Pay car F. Windows are going up. The car is starting to look good. This is more fine work by just a few people. The new parlor car is pretty much done. The lamps are yet to be installed. They should arrive this week. The lamps will finish the car. Marvin invited the attendees to have a look at the car. This car is the first to try out steel siding. That may be the future for the other cars. Commissioner Graybill asked Marvin to pass on the great appreciation by the commission for the fine work done by the shops on both sides. Marvin then mentioned that the employees will have a safety training class on Monday.



May 19th, 2023

Finance/Accounting Update

Winter projects will slowly come to a steady state and Operations will begin. The winter months have been pretty busy in the Finance Department. We now have positions filled. Accounts Payable is getting settled in and seems to be working out. I have also hired a Capital Project Organizer who will ensure the states are billed correctly and in an efficient time. He just started this week. Scott, Misty, and myself have worked on the budget this last week and are hoping for a final draft by the weekend. ADP seems to be working fine, although we are still trying to figure out the simple IRA from Morgan Stanley to ADP. The audit is finalized and has been submitted to Colorado and to New Mexico. This time of year is busy, as we are prepping the budget, submitting BARs, and getting ready for Fiscal Year End. The accounting department has created preventative measures to ensure the audit is complete for FY 2023 by November 1st. The funds for this time of year are usually busy and the attached Financial Statements will provide the information. Commission activity is about the same in comparison to prior year. HPA has little to no activity for this time of year is usual. Capital is busy this time of year, we are also expecting Capital projects to slow down and the activity in Operations will pick up. Below, please find a summary pertaining to each fund.

HPA:

HPA around this time of year is quiet per usual. We see the usual interest income and the expense for the management liability insurance, which will renew at the first of the year. At the end of June, we will see the Historic Preservation Fee increase as we will have operational revenue.

Commission:

Misty and myself talked to Michael Carrara on Tuesday inquiring about the Commission General Fund Commission, we have invoiced the State of Colorado to receive the General Fund Support for Commission and as soon as we hit July 1st, we can then invoice Colorado for fiscal year 2024 General Fund Support for Commission. For the month of April, our expense were under what we initially budgeted for. The y-t-d shows we are over budget for the fiscal year, but I have talked with Misty and there might be expenditures that we need to move to CTO where they should have been paid out of initially.

Capital:

Capital is always busy around this time of year. The current projects right now are as listed: Passenger Cars (painting), Pay Car F, locomotive rehab, and track crew is back and they have

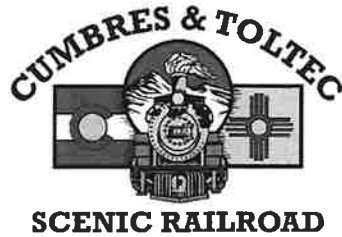


been busy doing MOW and opening the track and road to Osier for opening day. We have a receivable to be sent out to History Colorado that needed to be billed out to finalize the audit.

CTO:

At the end of April, we are starting to pick up on operating invoice and the expenses are increasing from over the winter. Our expenses for the month of April are under budget, as well as our YTD. We will start to see ticket revenue increase as we start running excursions. We do see an increase in utilities from prior year, but that was expected.

Alysia Martinez



May 19, 2023, MARKETING CTO REPORT

Prepared May 16, 2023, by Abigail Martinez (Marketing Manager)

EMAIL CAMPAIGN

An email blast highlighting our special trains was sent out this week. This included encouragement to book a ride with us as sales for 2023 are at an all-time high. This email also included Employee Spotlight: Desi from the Chama shop and a behind the scenes look from the Chama Shop.

DIGITAL MARKETING

Digital Programmatic Buy

Performance 4/1/23 through 4/30/23

- The campaign has delivered a total of 1,581,227 impressions with 13,736 clicks with an overall 0.87% CTR & 584 Conversions
- Google is our top converting tactic with a total of 550 Conversions.
 - 14 Calls from Ads
 - 536 Ticket Sales
- Facebook is our 2nd top converting tactic with a total of 25 Conversions.
 - 25 Purchases
 - Social Ads Engagement:
 - 151 Post Shares
 - 854 Post Reactions
 - 58 Comments
- Programmatic is our 3rd top converting tactic with a total of 9 Conversions.
 - 8 Conversions via Retargeting
 - 1 Conversion via Pre-Roll
- Cost Per Conversion column has been added. Our total cost per conversion for the campaign through 4/30 is \$34.97.

Since this campaign was launched earlier than previous years, we do not have data to compare from 2021/2022 **until June 22, 2023.**

Colorado.com (Sponsored Article & Banner Ad)

April 2023 numbers are comparable to April 2022.

April 2022: Impressions: 106156 Clicks: 156 CTR: 1.46%

April 2023: Impressions: 10971 Clicks: 93 CTR: 0.85%

NewMexico.org (Featured Listing; Things to Do & Banner Ad)

The impressions in April are down as compared to both March and last April. I've talked to the rep about it and there are a few reasons for this decrease:

- They redesigned their website in December 2022 and changed the number of spots for ads.
- Also, in April of 2022, there were only 11 advertisers running a Run of Site Banner. In April of 2023, there were 24 advertisers running a Run of Site Banner (and the maximum is 25). With this increase in the number of advertisers, we have a decrease in the chance of our ad appearing.
- There was a drop in their traffic overall website from March to April.

The great news is that our clicks are still way up this year – 500 in April 2023 as compared to 329 last April.

WEBSITE

In the month of April, we had 32.2K website uses with is up 63.7% compared to previous month (March). Our website sessions were also up 62.5% compared to March.

PR & Social Media Overview: April 25 – May 16, 2023

PR

Between April 25 and May 16, 2023, there were **4 known media stories** that included mention of the C&TSRR, including [Top Train Trips for Solo Women Over 50](#), [Adventure Meets Culture Meets History in the Land of Enchantment](#) from Outside Magazine and Yahoo Life and MSN.com featured a story from 365Traveler, [11 Fun Train Rides in Colorado](#).

SOCIAL MEDIA

As of March 20, 2023, we have **61,526 Facebook followers** and **2,287 Instagram followers**.

Our three most popular Facebook posts for engagement included photos from our Social Takeover by @YardLimitProductions and a fan photo of #484. On Instagram, our three top posts included a three-week countdown post, a Social Takeover photo by @TrainChamber and post about Chama Express sales.

Facebook



Cumbres & Toltec Scenic ...
Apr 25, 2023 12:00 PM

Thanks @okie.solo.5 for this pic of #484. We're counting down to when

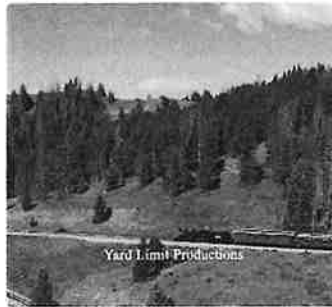


| Clicks | Reactions | Comments |
|--------|-----------|-------------|
| 970 | 4988 | 72 |
| Shares | Reach | Impressions |
| 343 | 63368 | 66011 |



Cumbres & Toltec Scenic ...
May 3, 2023 6:00 PM

It's the final post in our social media takeover by featured rail



| Clicks | Reactions | Comments |
|--------|-----------|-------------|
| 1065 | 2614 | 19 |
| Shares | Reach | Impressions |
| 114 | 44997 | 45914 |



Cumbres & Toltec Scenic ...
Apr 30, 2023 6:01 PM

Social media takeover by featured rail photographer Thomas Scalf,



| Clicks | Reactions | Comments |
|--------|-----------|-------------|
| 1596 | 1961 | 19 |
| Shares | Reach | Impressions |
| 100 | 55419 | 55419 |

Instagram



Cumbres Toltec Scenic Ra...
May 6, 2023 12:00 PM

We are THREE WEEKS away from our opening weekend and our



| Likes | Comments | Saves |
|------------|-------------|-------|
| 576 | 0 | 40 |
| Engagement | Impressions | Reach |
| 616 | 2871 | 2745 |



Cumbres Toltec Scenic Ra...
May 12, 2023 12:00 PM

Social takeover by featured photographer Joseph Whelan



| Likes | Comments | Saves |
|------------|-------------|-------|
| 547 | 2 | 41 |
| Engagement | Impressions | Reach |
| 590 | 2534 | 2534 |



Cumbres Toltec Scenic Ra...
Apr 26, 2023 9:53 AM

Well, that went fast! Our May 27 Opening Day Chama Express



| Likes | Comments | Saves |
|------------|-------------|-------|
| 539 | 2 | 44 |
| Engagement | Impressions | Reach |
| 585 | 2286 | 2193 |

Local Affairs Report as transcribed by Sam Seiber:

Commissioner Smith-Casford performed the presentation. Now a commissioner, her duties have changed a great deal. Scott, Abi and Kim got together with the Chama businesses that were open. Scott and Abi will see the businesses that have just reopened soon, as well as the Antonito businesses. A couple of the RV parks are sold out for the summer due to family reunions and weddings. It is hoped that Chama will get its water situation fixed soon. (Ed. The heavy run off this spring is overwhelming the water system). Commissioner Graybill pointed out how the hotels and restaurants are dealing with the water issue very well. Nothing like the problems of last year. Chama can accommodate the tourists. Commissioner Gibbs mentioned that for the opening weekend, with short trains running to Cumbres and back, their departure is after lunch, so the restaurants can gain those customers. The trains should be back before dinner. This gives the eating venues a chance to kick off the season well. Last year, the early trains were 25% small kids. That was great exposure, for future traffic. Commissioner Elbrock mentioned that he skipped item 10, since Abi was not present. He asked commissioner Graybill if he had anything to add. Mark mentioned that it was apparent that marketing has been very successful, seeing reservations up as much as they are. Starting advertising a month earlier looks to have paid off. Once someone books a trip, they will be very likely to show up. He is pleased with Abi's efforts in marketing.

Capital Projects report as transcribed by Sam Seiber:

Commissioner Gibbs began with a quick summary. He mentioned things that are targeted with the NM ARPA money. Not all the \$3 million will be spent this year. About half will be spent. The track effort has been divided into two parts. Track upgrades, then track maintenance. In working on becoming self-sufficient, the ongoing maintenance costs need to be dealt with. So, a little over \$500,000 is allocated to track upgrades from ARPA. The current ballast tamper is getting tired. ARPA funds will be used to rebuild it this fall. When the small engines are used out of Antonito, they have stopped at a water car at Lava tank. It is desired to get the wooden tank at Lava to hold water, so filling a tender takes 3 minutes versus 15 from the water car. The RR is looking into getting a contract for getting the tank work going this summer. The Osier water system fell under a new set of regulations. Influence of surface water. A water treatment plant has been built in an all-steel building. It will satisfy the new rules. Locomotive 492 will also use ARPA money along with matching private donations. About \$600,000 each from both parties. NM appropriated about \$125,000 to repair the structural failures in the old round house, the historical two stall round house. Some engineering work needs to be done before the actual work. One assumption in the old days of design is that heat within the building would melt the snow off the roof. Not true today. John Bush asked about the pavilion on Cumbres Pass, and its future. (Ed. The roof was overwhelmed by snow this winter). Scott replied that he and Ed snowshoed in to the structure. The snowbanks are holding up the roof. There was no desire to go under the roof. The extent of the damage is unknown. The posts on both sides have fractured. The roof has shifted about 10 feet to the west. It is sitting on a snowbank, melting fast. All the walls have failed. The kitchen section has survived. Once access can be gained (after the snow leaves), a plan on repair can be made. The original plan for the building provided 100 pounds per square foot for snow loading was provided. CO, for that location requires 232 pounds per square foot. At one point this winter, the pavilion could not be seen, there was just a bump in the snow. John Bush asked if the small building holding the generator survived. Scott answered that it was fine. Mentioned, that perhaps a steeper roof for the pavilion might be a solution. Scott said that perhaps the building should be steel, rather than wood. Tom Stewart asked about the storage tracks in Chama and Antonito. Scott replied that with the purchase of Sandra Grey's old property in Antonito opens possibilities of what can be done with that property. As far as Chama, Scott is getting new quotes on storage structures. They have more than doubled in price since the original proposal. Each building now exceeds \$500,000. Track materials are on hand. Next is to figure how to squeeze it into the HPA budget.



Report to the Cumbres & Toltec Scenic Railroad Commission

Date: May 20, 2023

Please accept this report as presented at the C&TS Railroad Commission meeting in Chama on Saturday May 20, 2023.

- The Friends work session season begins with session "A" starting Monday May 22nd in Antonito and then session "B" begins on Monday May 29th. We have been socializing pretty heavily the need for work session volunteers across the board.
- The Friends annual dinner & train ride is scheduled for Friday June 23rd. With the collapse of the pavilion roof in Cumbres, as options, we are looking at other options such as having the dinner at the Outlaw BBQ place by the wye in Chama then taking the train ride to Cumbres.
- The Friends Educational Committee has assembled an educational program which will be used to educate children ages 5-18. This program is designed to be used by teachers and homeschoolers. The content will contain history of railroading and specifically history of the Cumbres & Toltec and its economic impact on Colorado and New Mexico. We are having 5,000 booklets printed along with Junior Engineer patches.
- We've printed a fresh 10,000 trip maps for Friends docents to hand out on the regular trains as we start the season.
- Work continues on the Express Baggage Car 163 in Colorado Springs. The crews raised the roof and removed the south side outside sill, removed frozen bolts from the bolster, and completed more work on the north side outside sill. Attached are a few photos from the work session.





- The Friends Moonlight & Wine Train is slated for Saturday July 29th from Chama to Osier and return. We have started to take reservations and will continue to work with the railroad's staff on details.
- The pre-National Narrow Gauge Convention photo charters on August 28th & 29th are sold out both days. We had a great response from Friends members and convention attendees as well.

Respectfully submitted by Tim Tennant, President & CEO