

MINUTES of the NEVADA COMMISSION ON TOURISM  
September 30, 2015

The Nevada Commission on Tourism held a Commission meeting at 2:00 p.m. on September 30, 2015, at 401 N. Carson Street, Carson City, Nevada 89701, by video conference at 3150 Paradise Road, Las Vegas, Nevada 89109 and by teleconference.

**Call to Order**

Lt. Governor and Chair Hutchison called the meeting to order at 2:00 p.m.

**Commissioners Present:**

Lieutenant Governor Mark A. Hutchison, Chair  
Cindy Carano, Vice Chair  
Brian Ayala  
Christopher Baum  
Lorraine Hunt-Bono  
Don Newman  
Rossi Ralenkotter  
Herb Santos, Jr  
Mike Vaswani  
John Wagnon  
Julia Arger  
Bob Stoldal

**Commissioners who are absent/excused:**

Ryan Sheltra  
Richard Arnold

**Staff present:**

Claudia Vecchio, Director  
Sarah Bradley, DAG  
Bethany Drysdale, Director of Public Relations  
Greg Fine, Director of Marketing  
Janet Geary, Nevada Magazine  
Jennifer Griswold, Research Manager  
Sherry Rupert, Nevada Indian Commission

**Guests present:**

Marty McDonald, Fahlgren Mortine  
Jeff Scott, Fahlgren Mortine  
Krystie Reep, Fahlgren Mortine

### Roll Call and Determination of Quorum

HUTCHISON: This is the time and place noticed for this meeting of the Nevada Commission on Tourism. I want to welcome everybody and I hope you're all having a great day. It's good to be back. Chris and I were just talking, it seems like it's been a while since we've been here, and had a chance to get together so we should have a lot of fun today, and look forward to today's business.

We have posted this in accordance with everything that we're supposed to do and we're following the law, and everything looks good, right Claudia, as far as posting and notice of this meeting is concerned.

VECCHIO: This meeting has been posted according to statute, yes.

HUTCHISON: Great, thank you very much. If Claudia you would go ahead and continue with our Roll Call and just confirm that we've got a quorum.

VECCHIO: Absolutely, thank you. Lieutenant Governor Hutchison?

HUTCHISON: Here.

VECCHIO: Brian Ayala.

AYALA: Here.

VECCHIO: Here with us in Carson City. It's nice to have you up here. Christopher Baum.

BAUM: Here.

VECCHIO: Cindy Carano.

CARANO: Present.

VECCHIO: Lorraine Hunt-Bono? No response.

SPEAKER: Has she joined us yet?

VECCHIO: Not yet. Don Newman.

NEWMAN: Here.

VECCHIO: Thank you for being here. Rossi Ralenkotter.

RALENKOTTER: Here.

VECCHIO: Thank you Rossi. Herb Santos, Jr.

SANTOS: Here.

VECCHIO: Is here with us. Ryan Sheltra? No response. I believe he'll be joining us in a little bit, and we'll mark him when he gets here. Mike Vaswani?

VASWANI: Here.

VECCHIO: Thank you. And John Wagnon is out of town and unable to attend.

HUTCHISON: Great.

VECCHIO: We also have our ex-officio members Julia Arger is here with us.

ARGER: Here.

VECCHIO: Richard Arnold, are you here Richard? He is not here. Bob Stoldal.

STOLDAL: Here.

VECCHIO: Is here in Las Vegas.

HUTCHISON: All right, well once again welcome everyone.

**Public Comment**

HUTCHISON: Move to Agenda Item No. 2, Public Comment.

Public comment is welcomed by the Commission. A period of public comment will be allowed at the beginning and the end of our meeting here. You're welcome as members of the public to make your public comments, and we're happy to receive them. Every speaker will be limited to three minutes at the discretion of the Chair. We urge all speakers to not be repetitive or to speak as previous speakers have spoken on particular topics.

Is there anyone in Las Vegas who would like make a public comment? Mike, you got anybody there you see?

VASWANI: Nobody.

HUTCHISON: Okay, great. Anyone here in Carson City who would like to make a public comment? Seeing none, we will close Agenda Item No. 2, which is Public Comment.

### **Approval of Minutes**

HUTCHISON: We'll move now to Agenda Item No.3 which is approval of the June 17, 2015 Commission meeting minutes. Commissioners have you all had a chance to review the minutes and are there any additions, modifications or changes?

CARANO: Move to approve.

HUTCHISON: We've got to a motion to approve, do we have a second?

BAUM: Second.

HUTCHISON: Second, give that to Commissioner Baum. Any discussion on the motion? Those in favor signify by saying aye.

GROUP: Aye

HUTCHISON: Any opposed? No. Motion carries unanimously, we'll close Item No. 3.

### **Reports**

HUTCHISON: Move onto Item No. 4, Reports. Chairman's report. I would like to just move right into what we have planned for today, but I want to thank all the members of the Commission, I want to thank the staff who has been very active, it seems like last three or four months, a lot going on.

Claudia, I know you and your staff have been all over the world, and we're looking forward to an update on that activity as well. I appreciate you being at Public Land Summit yesterday. So I know you're everywhere. So thank you for your support and for all of your activities and the good work that you're doing.

Let's move then to Administration and Claudia, I'll turn the time to you for that report.

VECCHIO:

Thank you Lieutenant Governor Hutchison. I just wanted to mention the Public Lands forum that was held yesterday. I'm part of the Western States Tourism Policy Council, which is comprised of, I think we now have 10 western states that are part of this.

The idea of public lands, the policy and the activities that are on these public lands is immensely important to our other western states. It's not something that we have spent a lot of time on in the past when it comes to tourism for - probably for obvious reasons. I think this is a real opportunity for determining how we as a tourism community enhance use of public lands and create opportunities for millennials and young people in general, who like outside activities. Much of that in Nevada needs to happen on public land.

As we create the policy and create the relationships with the BLM and with other folks who manage public lands, I think this is an area that we need to look at more closely than we have in the past. There was a speaker at the forum yesterday that we're going to bring in with the hope that we can start this conversation about public lands.

I recognize that we're funded by lodging tax. There isn't a lot of lodging on public lands. The infrastructure doesn't exactly favor the way we're funded, but I think there's still opportunities for promoting and conveying Nevada as a wonderful outdoor adventure location that will holistically build the whole state.

I think there are some tremendous opportunities with public lands and we'll be talking more about that. The next thing that's coming up that Brand USA is talking about a lot is the Centennial of the National Parks. Again, we have Great Basin National Park and the Lake Mead National Recreation Area, they will be included to some extent in the promotion that happens around this national park centennial. This all builds into this whole idea of outdoor adventure. I appreciate being part of yesterday's meeting.

I wanted to start out with the FY 16-17 budget and David Peterson is going to talk through that. You have in your documents, the first one after the purple section, is the budget. David will talk through what we have here and the critical importance of FY 16-17 in the budget moving forward. David Peterson.

PETERSON: For the record David Peterson, Operations and Finance Manager. Good afternoon Lieutenant Governor, Commissioners.

What you have in front of you, is a similar sheet to what we've included in prior meetings, the difference being we have two actual fiscal years now in here. We finished closing all of the Department's budgets earlier this month and what you'll see for fiscal year '15 is our final room tax revenue, just under 20.5 million, and these were the final expenditures for each of our categories. As you can see, our final operating budget was a little over 14 million.

The next two columns, I put those as work programs, '16 and '17 were as approved through the legislative process on a category level. '16 is our base year, so that will be what we use for '18 and '19 to build the next budget. What's going to be a little different moving forward, I'm planning to show you where we stand as far as our projections for room tax revenue during the year and the impact that that has on our reserve levels, which you see toward the bottom at the end of each fiscal year. The idea being to help me with building the '18-'19 budget, but also for you all to see in real time where our reserves stand rather than just at a point in time at legislative authority and seeing those numbers accordingly.

What I have in here right now is a little over 21.1 million dollars as far as an updated projection for '16 and at the next meeting I'll have '17 projections in there as well. The 21.2 million, was the legislative authority number. It's a work in progress, but it's something I think will help us in terms of building the budget, and I hope it will provide a little more transparency for all of you. As the year progresses and we do work program changes, or we're updating our projections, based on actual, you'll actually see that on a quarterly basis.

The only other thing I thought I would mention, are the numbers in you see in red; those are the transfers that come out of our budget. The only thing that I didn't include with the coloring was the 1.62 million dollars that was swept from our reserve last fiscal year as a part of SB 20 to help get us through fiscal year '15, but that is included in the, just under six million dollars of transfers for fiscal year '15. Thank you.

HUTCHISON: Thank you David. Let me just ask a couple questions. Where do we get our projection numbers from for our room revenue, does that come out of the economic forum, or where does that come from?

PETERSON: We do projections for our own budget account, and in this case, the projections were used as far as LO1, and then I work on updating those throughout the

year, based on actuals and changing our model. You'll see those reflected throughout the year with each quarterly meeting.

HUTCHISON: So these are our numbers as NCOT, right?

PETERSON: Yes.

HUTCHISON: We're not relying on the economic forum, their projections, or any other source for this, or any of the gaming resources?

PETERSON: Oh yes, and I do work with our partners obviously, I'm just - yes, doing it on my own, but yes, we work with taxation as well. As we get actuals, they come in on a weekly basis, we're continuously updating the actuals and then you know working on projecting out the rest of the fiscal year, and the following fiscal year. But they are our projections at the end of the day.

HUTCHISON: And just one quick question on the transfers. You know this is probably a discussion for another day, but has this been consistently the amount of transfer that we're seeing here? Has this been pretty consistent over the last several years when we're going from a 20 million dollar budget to a 14 million dollar operating budget? Has that been typical or have we seen a significant increase in the amount of transfers.

PETERSON: It's typical. The only thing that was atypical was last fiscal year, that extra 1.6 million dollars, but yes, it sits around four million to four and a half million dollars on average per fiscal year.

HUTCHISON: Okay, thank you. Other questions Commissioners?

AYALA: Yes, I've just got a question on how are the transfers calculated.

For instance, I'll just give you the projected revenue is up 30 percent, marketing is budgeted for an increase of 22 percent, and we've got the Arts Council increase of 27.8 percent. Which just seem like those are kind of backwards, percentage wise.

PETERSON: So the specific transfers that we do, are you talking like our sister agencies within DTCA? Where we fund 50 percent and then the other 50 percent for Arts Council and then the Division of Museums and History those are general funds. Based on what they're submitting, we're covering 50 percent of their actual agency budgets, their budget accounts.

AYALA: My specific question is some of these are 7 to 15 to 8 percent increases. The Arts is 27 percent increase. The marketing budget is 22 percent increase. I just would prefer the higher number percentage wise being marketing, and then fill in the rest, if we have that say.

VECCHIO: Let me just quickly answer that question. When we go into each of our budget cycles, we take the budget from the previous year and use that as a building block, which we use it from the base year, which this - FY 16 is.

We submit the current budget, and then those numbers, especially when it comes to the transfers, are determined by a number of different state agencies, and submitted to the Governor, for the Governor recommended budget.

Then we go through the legislative process. In the case of the Arts Council and Julia can talk about this as well, the Arts community advocated on behalf of the Arts Council. They were approved for an additional amount of funds for their budget and because currently, whenever that happens, we are 50/50 supported. I might add that that's not in statute. At the end of the legislative session, we are beholding to the legislators to determine what those transfers are going to be, because they do determine different amounts.

ARGER: Julia Arger for the record. I might add that it doesn't show here, but during the recession, the cuts and so forth, the Nevada Arts Council's budget was cut by close to 53 percent. This is just an attempt to advocate on the part of the Arts to recoup some of that. I just wanted to clarify that as well.

AYALA: How bad is our budget down in the recession? I mean we've cut theirs 53 percent and just for an apples to apples comparison.

PETERSON: Back in 2009 we were roughly cut about 47 percent.

AYALA: So it's close.

PETERSON: Yes.

AYALA: Okay.

HUTCHISON: Vice Chair Carano, please.

CARANO: Thank you. We've been talking about the transfers for years now. The Division on Tourism is under statute to be the marketing arm of the State for Tourism,

such that the 20 some odd million dollars that come in from the room tax at 3/8ths of one percent of room tax comes and is marked for Tourism.

The dollars generated from the paid marketing is 33 to one. That's about 160 million dollars of what would be coming to Tourism or back to the State had this five million dollars gone to our marketing budget.

I'm not saying that the Arts aren't important Julia. I think that we need to have the whole package. What I am saying is I would think that these different departments should be accountable to the Division on Tourism, Commission on Tourism, the Commissioners on an annual basis in order to actually know where these dollars are going.

We don't get a report back and haven't had a report back from any of these agencies as to how these dollars are spent. And I assume that the State audits them as much as they audit us, but I don't know, it doesn't come back to us.

So when it's time I'd like to make a motion to that effect.

HUTCHISON: Great, we can entertain that motion and Claudia, do you have any comments on that before we discuss that a little bit more. I know there's others who want to talk about the budget, but any comments on Vice Chair Carano's remarks?

VECCHIO: I think having accountability of where those funds are spent is prudent. I think it's in the best interest of the State. I think it's in the best interest of us. And that's not to say that we know exactly where the budget for the Museums should be best spent, but if there's an accountability back, and we can question whether that's the best use of Tourism dollars, then I think that makes good fiscal sense.

HUTCHISON: Claudia, is there a mechanism to do that for the accountability end? I assume there's a record of what's going on here with these dollars and we can collect that?

VECCHIO: Absolutely. There is not currently a mechanism for it, but with David's able help, we can determine how we can make that possible and figure out what the ROI on those dollars would be and that sort of thing. We can certainly do that.

HUTCHISON: Commissioner Baum, please.

BAUM: Thank you. I just want to say that we are on the cusp of some really great things with the new creative campaign that Fahlgren Mortine has put together and I

think it's a shame that so many dollars are being diverted from their true purpose that could be spent on this messaging.

Our state is not competitive with many others. We finally have the creative I think, we can all be proud of and will move the needle for visitation, but to have this many dollars pulled out... Nobody is going to go to the Museums if they don't come to Nevada first. When that money is pulled out for all these worthy things that were not the primary focus of this organization, I think it's to the detriment of future tourism in this state. Thank you.

HUTCHISON: Thank you Commissioner Baum. Other questions from - yes, Governor Hunt-Bono, we're so happy you're with us and please go ahead.

HUNT-BONO: I just had a comment in that category. I was going to ask a question on the transfers. When you're discussing transfers, I just picked up bits and pieces. But to motion picture division, we used to get semi-annual reports from the Executive Director with an overview of the spending and accomplishments. I think that is a good idea because it gives us a better feel about how the monies are being spent, and certainly accountability is always a good thing. I was going to specifically mention motion picture division, although it's under the umbrella of economic development, the money still comes from our room tax dollars.

HUTCHISON: Yes. Thank you very much, Governor.

STOLDAL: Bob Stoldal, Las Vegas.

HUTCHISON: Go right ahead.

STOLDAL: I just would like to point out that the State legislature has changed the title of this department. It's no longer the Department of Tourism, it's the Department of Tourism *and* Cultural Affairs.

The dollars are being spent properly. They're not taking one from the other. This department now has two functions and that's according to the legislature, and that all changed as the Department of Museums was put into this department, so the name was changed. It's the Department of Tourism *and* Cultural Affairs, so we have a responsibility to both.

HUTCHISON: Good point, thank you very much. Commissioner Santos.

- SANTOS: Thank you. What's the statutory authority on these transfers? There's a got to be a rule that says that we're authorized to transfer the money over, is it by regulation or is it by statute?
- BRADLEY: I think it's in statute. I mean I can look up the specific provision if you like.
- SANTOS: I'm just curious if that gives us guidance on what type of things that we can mandate for anyone that receives transfers in terms of establishing accountability for what they're using the funds for. Can we dictate what they need to spend the money on, because I agree all that money, it would seem to me that it should be going towards getting people into the state and using their marketing programs. I'd want to look at what the statutory authority is first, before figuring out what we can and can't do.
- HUTCHISON: Sarah you can take your time on that. Just let us know whenever you've gotten that information, we'll be happy to follow up there.
- VECCHIO: It's in the statute. It's in the statute that the Tourism promotion fund is to benefit the department, those funds are to benefit the department.
- HUTCHISON: Commission Ayala, do you want to...
- BRADLEY: I found that one. I mean that provision is NRS 231.250, the fund for the promotion of Tourism is hereby created as a special revenue fund. The money in the fund is hereby appropriated for the support of the department, is that what you're referring to? Okay. And then it does create earlier on in the department, it talks about what will be in the department. So did you want that information too?
- SANTOS: [inaudible]
- BRADLEY: Okay. Yes, because that's in NRS 231.167 where it says which agencies are included in the department.
- HUTCHISON: Thank you. Commissioner Ayala?
- AYALA: I don't know if this is just elementary but, if the revenue budget is going to increase, let's say 30 percent I think the marketing should first follow that and then fill in the gaps later. That's more what I'm concerned about at least, because that's what brings everybody here.

HUTCHISON: Thank you all. I think you're hearing a lot of comments and the Commissioners who would like to see more money spent on marketing, whether that's a narrowing of maybe these transfers or it's an increase in the budget. I think we're all excited about what we're seeing as Commissioner Baum has already said. We would like to add a little more money to promote Tourism in the State of Nevada, which is after all what the Commission on Tourism is about.

VECCHIO: Claudia Vecchio for the record. That's absolutely what the Commission on Tourism is about, and really - do we have two issues here? We're talking about the accountability of the funds, and we're talking about the funds. So if Cindy's motion is for the accountability of the funds, that could happen right now. Then the further conversation about the actual funds can happen as we march along to the next legislative session, I think that would be a good thing.

HUTCHISON: Great. Are there further comments though just on the - yes.

ARGER: Julia Arger. I just wanted to comment that I think we need to remember that the Museums, the Arts Council promote cultural tourism. There is a real combination. I don't really see us as a transfer entity. I think we're part of the department and when we stress the cultural aspect of tourism, I think it benefits all of us.

HUTCHISON: Thank you very much. All right, further discussion on the budget here. I know we want to take a motion, but is there further...

NEWMAN: One quick question. David, yes, you've got 2014-2015 actual, your second line is 4.3 and 4.8, and the 16 and 17 is that just that we're in a budget, we haven't completed the year, so you're showing it down as a reserve - you flip flop the...

PETERSON: For the record, David Peterson, yes, that's correct.

NEWMAN: Okay.

HUTCHISON: Thank you Commissioner. Other just general comments, questions on the budget summary that we're looking at now, before we take Vice Chair Carano's motion?

Vice Chair Carano, would you like to present a motion for us?

CARANO: Thank you. I motion that all agencies that receive funds from Tourism promotion fund need to be accountable to the department and to the Nevada Commission on Tourism for the use and allocation.

I would like to ask the staff to develop a reporting template that can be used, for each agency that requires a full accounting of the transfer dollars, including the programs, any supporting materials including collateral print, broadcast, electronic, digital or audio materials developed using these funds, and that this report be provided to the Nevada Commission on Tourism on an annual basis, based on the year end closing schedule these reports be provided at the fall Commission's meeting.

Does that make sense to everybody?

HUTCHISON: Is that clear enough for us on a motion? Commissioners you all understand what we're considering and what the motion is?

STOLDAL: Bob Stoldal in Las Vegas. Is that money that has been spent, or is projected to be spent? Is it a report on how the money was used or how the money will be used in the coming year?

CARANO: This is for this current fiscal going forward. So on an annual basis starting next fall, you will have an accounting, we will have an accounting of actually how the monies have been spent.

HUTCHISON: All right, you've all heard the motion. I need a second.

AYALA: Second.

HUTCHISON: Commissioner Ayala thank you seconding the motion. Is there any discussion on the motion? Those in favor signify by saying aye.

GROUP: Aye

HUTCHISON: Any opposed? No. Motion carries. Thank you very much. And staff you've got the information you need on that, right? Thank you very much.

All right, let's go ahead and continue on then with our Agenda Item No. 4, moving on then to our strategic plan.

VECCHIO: For the record, this is Claudia Vecchio again. In your package you have a draft of the FY 16-17 strategic plan. This was developed based on the conversations we had in our strategic planning session, as well as conversations that we've had as a staff and with our agency.

This is a draft. It still needs to be designed, if you will, but I wanted to get the wording for you to review and to consider, and I know there's a lot to read here, so if everybody didn't get a chance this time to review it, this is a dynamic document, and certainly it's revisable as time goes on.

I just wanted to run through a couple things that are new for this year. The last time we did this strategic plan, which I believe was in 2013 to '15, we did not have our brand yet, so the first couple of pages establishes the brand, the language and the spirit of the brand, and the characteristics. I believe and I think the research shows that this is working, our approach is working and so that first part outlines the brand.

In the second part, it talks about our mission and vision. We talked about the mission when we were in our strategic planning session, I think that reflects the mission. But the vision is new and the vision of "vibrant quality of life for all Nevadans" is certainly up for debate. It seemed to me as a state agency that absolutely everything we do is for the benefit of Nevada and Nevadans. Creating a vibrant quality of life for the people who live here is really our vision for everything we do. So if anybody has any thoughts about this, that was a stab.

And then our values, that we are insightful, we are a research-based organization, we're innovative, we look for new approaches, and we are collaborative, everything we do, we do in partnership with the Nevada Tourism industry and those three values are those that drive everything we do.

The overarching key messages are not particularly new, probably a little bit wordsmithed over last time, but those are our overarching key messages. We will have different key messages for each individual group, and each individual plan that I'll talk about in a second.

Our audience demo and psychographics is where you'll see who we are currently marketing to. The plan talks about moving toward a more psychographic environment rather than a purely demographic one. You'll hear this in the creative. We're seeking adventure seekers, as opposed to the age groups, or geographical demographics. With the onslaught of digital, we can go beyond those parameters that we were bound by before. This is a much greater audience that we can draw from now, through the psychographic profile.

In key performance indicators, we start getting into our measurements. If anybody has any questions about that, please let me know. I wanted to just talk about our key initiatives because this is new from the last plan. In identifying

five key areas of focus, the first one is to amplify our domestic sales and marketing, and that really is the lion share of what we do as our domestic sales and marketing programming.

The creative that you'll see today is primarily domestically focused and that's all included in that component. We are, as I mentioned in our values, a researched-driven organization, so everything we do starts with research.

You'll see our paid component and our PR component. This is also where Nevada Magazine lives, because that is primarily a domestic marketing outreach.

We separated domestic from international because the brand is somewhat different for international visitors. In some countries, you know we have to be very specific in terms of our marketing outreach by country. In some of the countries it works very well to have the "Don't Fence Me In" campaign as the base, and other countries the "World Within a State Apart" works much better.

The reason for differentiating these two and not having it be just a sales and marketing component is because of the way the brand is integrated in each of these countries. We talked through what is becoming a much more vibrant and a bigger part of our programming, and that is the whole international piece of it. You'll see our Brand USA programming as well as the upcoming Governor's Global Tourism Summit.

Our third key initiative is to boost partnerships. That really is about the programming that we do from grants to coop marketing, to the territories and everything that we do and is a huge part of why we exist, to boost the business building opportunities for our partners.

The next is to create and convey value. Value of course has a multiple number of terms, but in this case it's really to create value around tourism, and around the tourism industry and things like the "Nevada Tourism Means" campaign. You'll see some of the collateral that we started to integrate with our last Tourism Day at the legislature. That is a conversation that we'll continue to have with you all about how we create value for this industry.

And next, to enhance infrastructure, and this is new, something we've talked about for a number of years. It refers to the rest stops, and we believe that program will get kicked started again, but also air service, and the air service enhancement piece of this. I like to say it's air and ground and virtual

infrastructure because we also do the mobile app, and that really does help convey the infrastructure of the State.

Also programs like the public lands. They talked a lot about infrastructure yesterday that was primarily ground and roads and getting in and out of these public lands. Also the potential for creating additional lodging facilities at State and National Parks in Nevada. I've talked with a number of different partners about doing that, and there seems to be some good interest in creating and enhancing our infrastructure.

Then lastly to run an effective business. I think that helps enhance the trust in this organization. We have David Peterson on board, and he helps us make sure our finances are right on, and thank goodness for that. David helps us run an effective business as we do the creative and the business building things.

So those are our six key initiatives. I hope that it will help this organization to hone in on specifics so you provide good messages when you all are asked what we do, you can say oh, there's six key initiatives, and it's a really cohesive, easy message.

So then the rest of the plan talks about - really talks about our - it mentions our Commissioners, it mentions our legislative authority. This is where - Herb this is our entire legislative authority right there, so you don't have to look it up, it's right there.

Next the Division of Tourism funding and how we are funded. That's the draft of a plan. Again, let me know if there are revisions or you know anything else you want to see in the plan. We also include the sales and the trade shows, the domestic and international shows and missions that we have planned at the moment, so there's a good understanding of that.

HUTCHISON:

Claudia thank you very much. We've got this agendized for a possible action item. But this is a draft. What are you looking for from the Commission at this point? And then I'll follow up and ask the Commissioners just where we are in terms of our thinking on this.

Do we need more time to consider it? It's a fairly big and important document that we're considering for approval here, or for some sort of action. Are we prepared to do that at this point, or are we not prepared to that.

But at this point, what are you looking for from the Commission, Claudia?

VECCHIO: If people want more time to look at it, that's great, we can table this until our November meeting at the conference, and then we can approve it then or not. However you want to move with that, but ultimately for approval of the document as a roadmap for us to move forward.

HUTCHISON: Commissioners, I just seek your input here. Are we prepared to act on this? Would you like to take more time? What's your thinking there? Governor, what do you think? I see you shaking your head.

HUNT-BONO: This is Lorraine in Las Vegas, I'd like...

HUTCHISON: Would you like to have a little more time? Are you prepared...

HUNT-BONO: Yes, I would, I believe so. A chance to really get into it, yes.

HUTCHISON: Okay. Unless there's strong feelings otherwise, why don't we do that? Could we roll this over to our next meeting's agenda, and this will give all of the Commissioners a chance to understand that we're going to be talking about approving this strategic plan, and if we have changes or additions, we ought to be talking with Claudia about that, and she could include any proposed changes in our next version. Does that sound good? All right. Claudia anything else on the strategic plan?

VECCHIO: Thank you very much. That's exactly what we'll do, and just to add on a little bit to that, there will be separate action plans if you will. This is the plan that establishes the overarching strategy. Then each campaign will have its own plan. The PR team is working on a PR plan that gets much more down into the tactical components of each of those areas, and initiatives. You're not going to find the tactics in this plan.

HUTCHISON: Okay, great. If we could move on then to the Governor's Global Tourism Summit.

VECCHIO: The Global Tourism Summit is coming along really well. You have a copy of the agenda as it stands here in your packet.

We've just had tremendous support. We so appreciate the sponsorships at the LVCVA and RSCVA. This year we're doing something a little bit different in that we're partnering with some organizations that also have skin in the game when it comes to international tourism.

We are thrilled that we're partnering with the Las Vegas Metro Chamber of Commerce, the University of Nevada Las Vegas International Gaming Institute and the Las Vegas Global Economic Alliance. They will come in with some of their people and some of the resources. The message that I really want to get out is this is an effort that we're all involved with and it's bigger than just us. It involves a lot of different entities and we're thrilled that they've come in as partners.

The LVCVA is supporting us in tremendous ways. They're bringing in their international reps that were coming in at this time of the year, and they've been gracious enough to bring them in for the conference, so we'll have their expertise, both on the sales side and the PR side. We appreciate that.

I think this conference will enhance opportunities for our suppliers to interact with international buyers. As you can see from the agenda, we have a number of activities that they can do. On Monday they will have had a preconference fam trip that is just our team with the buyers, but then the industry gets a chance to interact with them in these activities on the 16th, and we've had a good number of people who have signed up for that already. There are still some spots available for each of these activities.

As you know we have Chris Thompson who's coming in from Brand USA and Kelly Craighead the Executive Director of the US Office of Travel and Tourism from the Department of Commerce. We'll have an international tourism panel, great breakout session, so it's truly a jam-packed day and a half of activities all centered around the international tourism idea.

I think we're coming along. If anybody has any thoughts, ideas, input, I'm happy to take it as we continue to build this agenda.

HUTCHISON: Commissioners any comments, questions, observations?

SANTOS: Herb Santos for the record.

HUTCHISON: Commissioner Santos, please.

SANTOS: Thank you Governor. November 17th at 10 a.m. is the Nevada Marketplace?

VECCHIO: Yes.

SANTOS: I thought that was awesome when you guys did this last year. Is that enough time?

VECCHIO: Yes, two hours seems to be enough time for them, because it's the kind of speed dating situation where you go from table to table.

SANTOS: Right.

VECCHIO: Given the number of buyers which we'll have, a little more than 40, and then our suppliers, that gives them time to get around and see everybody. They'll have the whole conference to be interacting with them. So I think it's actually longer than it's been in the past.

SANTOS: Okay. Because I thought that was an excellent component at the conference last year. I want to make sure they have enough time to buy as many things as they can in Nevada.

VECCHIO: Absolutely.

SANTOS: Thanks.

HUTCHISON: Thank you Commissioner. Other comments, observations? Again, Rossi, thank you for all the support from LVCVA, because they're always gracious and generous and a wonderful partner. We appreciate you very much. This is another example of that.

RALENKOTTER: Thank you Governor. Thank you.

HUTCHISON: All right, Claudia anything else on the Global Tourism Summit?

VECCHIO: I don't think so, just a reminder that we have a commission meeting on the 16th at noon. Lunch will be served, and please let Dee know if you need transportation or any logistical needs coming down for that, we'll be happy to take care of those for you.

On to the quarterly update. As you know we do provide an update on the various groups and what we're up to. I don't know if I need to go over that, you all have it in your Commission books.

HUTCHISON: Claudia, we've got a question from Commission Baum.

VECCHIO: Yes.

BAUM: I just would like some clarification on the China Office restructuring, the travel commissioners were not fully advised in advance on that, at least I don't recall being advised, and would appreciate an explanation of why the move was made, and any repercussions, thank you.

VECCHIO: Yes, absolutely. We celebrated 10 years of having an office in China in 2014, it was open in July of 2004, and during those ten years, the environment of China has changed dramatically, it was a brilliant move by Lieutenant Governor Hunt-Bono, and Lieutenant Governor Krolicki to establish this office. It was incredibly visionary and it established Nevada and our businesses in a way that no other state had been established to that point.

In my time over there and in talking with a number of our partners of our state hoteliers and others who do business in China, it came to light that was no longer the way China marketing worked, that the nimbleness that can be had with a rep firm like we have in our other entities was very much the way China works now. From a cost standpoint and from just a focus on the marketing piece as opposed to focusing on the government piece, it was the right thing to do. It was the right direction to take.

We've had good support from our hoteliers who work over there, and thankfully Governor Hunt-Bono has been on board to support this as is Governor Krolicki. We're going to have a closing procedure here that we're undergoing and by spring we'll have an agency on board who will be faster, more in tune with the Chinese marketing environment and I think in the long run will be tremendous asset for us over there.

It really was taking a look at the market and figuring out how we can best operate within a new China.

HUTCHISON: Great. Thank you Claudia, and again, Governor Hunt-Bono, thank you again for of your years and years of work and toil and determination in China and we appreciate all your support of the changes now of the migration as Claudia has mentioned. Your support has been invaluable, because you were the one who was so instrumental in getting this all established to begin with. We feel good about the direction we're heading. We appreciate your ongoing support Governor, thank you.

HUNT-BONO: Thank you Governor. I just want to say one thing if I may is that we're looking at 2003, when we started this whole thing. It certainly was a different China then.

And, I think thanks to Nevada pioneering that effort, we had to go from a different structural root at the time and the involvement of the Chinese Tourism market industry has been phenomenal and a lot of it due to Nevada's efforts. We're moving on in a really good way. I'm very, very pleased and congratulations to the staff. Not an easy thing sometimes to make changes, but it's the right time to keep up with the times. So we're doing the right thing.

HUTCHISON: Thank you Governor. Commissioner Santos, please.

SANTOS: Thank you Governor. Are we looking at streamlining that process that we're doing in China in any of the other markets that we're in, or using the same type of approach in any of the other Asian countries, like India?

VECCHIO: Two pronged answer to that. China was set up so differently from the other markets in that we had this official office. I'm happy to talk about the legalities because I've worked with the attorneys in China to better understand how this all works. We have no other similar situation in any of our other 10 markets.

For India, we went through the RFP process to find a representative in India. We have done that, but are only going to start our process in India and figure out what that really looks like after we've done some significant due diligence.

Larry who's not here today because he's out on a fam with 140 Brazilians, has started looking into this. He was up in Elko with Don's team to talk to Nevadans who are experts in this area. They are either Indians, who are working in Nevada, or have experience in this market. We really need to determine, much the way they did 12 years ago in China, the best approach for getting into this massive market with a very small budget.

I didn't want us to approach it the same way every place else and just say we'll do this sales missions, and we'll do these trade shows, etc. I'm hoping that we will, at the end of the day, we'll have done a significant amount of research into what's going to make us successful in that market, along with the insights of the in-market agency to figure that out. China's very different, and India will be somewhat different as well. We just want to be sure we do the right thing going into this enormous market.

HUTCHISON: Thank you Claudia. Any other comments, questions for Claudia on any of the quarterly updates. It's been very helpful, we appreciate those updates, Claudia, informative, thorough, and much appreciated.

All right, are we ready to move onto our PR / Marketing update?

VECCHIO: This is the reason we're all here I think really. Claudia Vecchio again for the record. We so appreciate our partners at Fahlgren Mortine, and you'll see a number of them here today to present our creative. But first, we're going to see about the effectiveness of our last year's winter campaign.

You know we went through a change in research, when David decided he wanted to go into the finance and operations area. We have a new research person, Jennifer Griswold. She is here with us today, and she will go through the campaign effectiveness study with you. We continue to work with our research partner, TNS to come up with that. Jennifer if you could come up and walk us through that quickly, then we will get onto the creative.

HUTCHISON: Welcome Jennifer. It's good to have you here.

GRISWOLD: Well, thank you very much. I'm Jennifer Griswold the Research Manager. In your binders you have an abbreviated copy of the report. The report is 154 pages long. What you have in your binder is more manageable, size wise, and if you're interested in seeing the entire report, I'd be happy to go through it with you.

I'd also like to present an abbreviated version of what is in your binders. This is based and summarized from that report and I will reference back and forth so that you can tell which is which.

Okay. So on slide five we'll get started. There's a couple of different charts there. The first one shows that Nevada is second at awareness at 32 percent, compared to California being the number one. It's compared to most of the other western states listed.

61 percent of all participants of the survey were exposed to some type of advertising and marketing from Nevada Tourism, and that number's actually grown. The likelihood to visit is growing and those who have been exposed to ads are more likely to visit.

Those are the charts down at the bottom. The one on the right is at 73 percent, where any were exposed to any type of advertising, and they're more likely to visit.

HUTCHISON: Can I just ask you one question about that last slide if you go back to it.

GRISWOLD: Certainly.

HUTCHISON: What does that mean second to California, compared to touch states. What does that mean?

GRISWOLD: In your binder on slide five of the report, there's a list of all of the touch states that were involved. That includes California, Nevada, Utah, Idaho, Colorado, I think there's a few more.

This was people who were exposed to advertising. Most people were exposed to advertising in California, and then second was Nevada.

This is one of my favorite charts, and I understand that it's very difficult to see on the board. But over in the top right-hand quadrant that's the best place to be. That is where participants were asked to respond to those specific statements such as costs of hotels and meals were reasonable.

HUTCHISON: Is a vacation destination for someone like me?

GRISWOLD: They were asked to respond to these statements and rate them if they were important, and then also if Nevada had them. So being in top right-hand quadrant, means that they are important to the visitor and we have them here in Nevada.

So top right shows the things that we do well, and the bottom left which is down here, shows things where we might have some perception problems, or we might have some obstacles to overcome.

Yes, ma'am.

CARANO: So in the bottom left, it says that we offer winter sports and activities. So you're saying that they don't know that we offer winter sports and activities.

GRISWOLD: Yes.

CARANO: Okay. In the bottom right it says we can gamble there. So they know that we can gamble here, but it's not important.

GRISWOLD: Yes.

CARANO: Okay.

GRISWOLD: The next slide, this one is also very important, the chart down at the bottom shows our synergies. It shows how our marketing and advertising are all working together. The ones that I want to show first are the definitely, probably consider, and that is on the left. This one right here is a plus six, and that's our paid and owned, so paid and owned work together to get people to definitely probably consider traveling to Nevada.

Then we also have paid and earned, and that is plus seven, so it's working together the same way. On the right-hand side, we have plan to visit in the next six months. And we have a plus one right here, which seems small, but it's very difficult to actually convince people to make the jump to actually go to a place.

Our print and digital are working in a positive way, creating synergies, getting people to actually attend. And then also our paid and earned has a plus three [inaudible] from synergies.

HUTCHISON: So therefore, what? What's the conclusion then from this analysis?

GRISWOLD: My apologies. What it means is the advertising is working together to get people to move through the journey steps to travel to Nevada. So they're considering and then they're actually planning their vacation and booking, and actually going on trips.

HUTCHISON: Thank you.

VECCHIO: This is Claudia, I'm sorry Jennifer. What it's really showing is which of the components are working best together, and you can see that. The paid and the earned are working really well. But maybe the owned and earned isn't working as well.

We're looking at how these components work together, so that we can - from that slide, as marketers then we can look and say you know is this an important component to work together and how can we move that needle through the other detail that you'll see here in a moment.

GRISWOLD: Thank you Claudia.

SANTOS: Commissioner Santos, I'm going to ask the ignorant question of the day. Can you explain to me what - when you're looking at media combinations, like the TV and digital, what's paid and owned and earned. What does that mean?

GRISWOLD: Paid is any advertisements that we do and that can include the TV and the digital advertisements. Paid is more of a generic term. Owned are things that we cultivate organically with the website or with our social media. Earned mostly relates to our PR efforts, where we're earning spots in the media and that information.

SANTOS: [inaudible]

GRISWOLD: Yes.

SANTOS: Thank you.

GRISWOLD: Okay. On slide 8, we have some more information, and this is an abbreviated version of it. Data suggests that repeat visitation is at 93 percent, which is really high, but it's also down from 95 in fiscal year '14, based on the research. And those who visit are extremely or very pleased with their trip, so that's probably why we have such a high return rate. One-third of all the respondents intend to have their next vacation in Nevada, and the study also indicates that moving into new markets will cause repeat visitation to fall. I believe we dabbled a little in Dallas in this campaign, correct?

HUTCHISON: So does that mean, new audiences will cause slip in repeat visitation, what does that mean? That means we know where our visitors come from and we just got to keep just peppering that market as opposed to try and explore the markets?

GRISWOLD: That is up for interpretation. It depends on the way we want to proceed with this information. Yes, we do have a strong calling from our current markets, and then we have a lot of repeat visitation.

Some people may argue and I'm just stating facts, I'm not making assumptions. They might argue that those are penetrated, you know saturated, and the other side of the argument is if they are saturated, we might want to tap into new markets and look at different types of people to come to Nevada.

HUTCHISON: But the conclusion is if we go after new audiences, it causes repeat visitation to slip, right?

GRISWOLD: Yes. But how important is repeat visitation?

HUTCHISON: Okay. Thank you.

GRISWOLD: You're welcome.

VECCHIO: This is Claudia one more time, I'm sorry, Jennifer. Our visitation at 90 whatever percent, repeat visitation is too high. That we are in many cases, preaching to the choir. It's great to have repeat visitation, but that number I believe is too high, and I want to bring that down. But what we do see when we go to new audiences is obviously kind of a cause and effect, we'll slip in repeat visitation, but our goal is to enhance and it creates new visitation among visitors. Even if they're in these same markets, they would identify themselves as new visitors as opposed to repeat visitors. So you know it's our growing ability to segment our messaging that will help us to target these new audiences.

We're not going to divorce ourselves from the loyal visitors. But creating a greater balance between new and repeat visitors in the long term creates a higher ROI of our programs and higher dollars for Nevada.

GRISWOLD: This is Jennifer. On slide nine of your binder, it shows that 11 percent of requests for visitors guides have an 87 percent saying that the visitor guide had a positive impact on their travel.

Those who visited the website which was 19 percent in the survey, 54 percent of them said that they found the website to be helpful. I expect that to change with the impending website changes that are happening, with the current campaign and everything.

HUTCHISON: Can I just ask something because in one of the prior slides, it seemed to suggest that you know the low priority, low importance, low rating had a couple hits there on the website, so - do you know what I'm talking about?

GRISWOLD: Yes.

HUTCHISON: In that left quadrant you said was not a good place to be.

GRISWOLD: Yes.

HUTCHISON: There were notations and comments about our website, the State's travel website is easy to use for example. The State's website provides accurate information. So how does that relate to what we just saw here where it says 54 percent said that the website had a positive impact, it just seems that's counter-intuitive.

GRISWOLD: That's, of the 19 percent that participated in the survey, 19 percent of them said that they did visit the website, and then half of those people, the 54 percent, said that it did have a positive impact on their travel.

HUTCHISON: But we shouldn't be too happy about that, given our prior slide, right?

GRISWOLD: Agreed.

HUTCHISON: Knowing that we've got some work to do.

GRISWOLD: Given that only 19 percent of them had visited the website, that's something that I would hope to change.

this slide, it's very small and I apologize, so I'm just going to point out to you things that I think are really important. DFMI, "Don't Fence Me In" is very liked and effective, according to this study and TV is the largest source of ad recall - or TV and video is the largest source of ad recall.

HUTCHISON: Can I ask a question?

GRISWOLD: Of course.

HUTCHISON: The first bubble says internet has become the primary source of destination information for half of travelers. And I'm sure we just naturally know that. That makes sense to all of us.

But, given the importance of the internet, and given at least some of the surveys that suggest the website may not be that great. Is there a plan to improve the website, address the website, deal with the website, and help the website become a better part of that internet search that apparently a lot of the travelers are looking for?

VECCHIO: This is Claudia, I'll answer that one Jennifer. Yes, there are very definitely plans to enhance the website. You'll see some of that in the creative discussion, but the Fahlgren Mortine team hears loud and clear the need to enhance that. They've done some things already that I think are enhancing the search capabilities and other essential functions of that site. They've really come in kind of as the cavalry and have helped us to take that website in a really positive direction.

HUTCHISON: Just follow up then Claudia. Do we think we're doing that with the other information, the data that we're gathering from this? You know this is a tool for us to I guess effectuate change, right?

VECCHIO: Absolutely.

HUTCHISON: To know what's working and what's not working. I'm sure there's an evaluation process internally for us to go through and say, well, we've got some low scores, we've got some high scores, what are we doing to bring up the low scores?

VECCHIO: That's what this is all about.

GRISWOLD: Yes, so one of the goals is to move people out of the left quadrants and the bottom quadrants into the top right quadrant. We can't move them all at the same time, but looking at incremental changes through the years will be beneficial.

Moving onto the next slide. This one correlates to slide 11 which has the chart on the right-hand side in your book with all the squiggly lines, that's a very difficult to read chart, and if anyone would like help reading it, I will offer that service.

So in summarization...

NEWMAN: It looks like driving through rural Nevada.

[laughter]

GRISWOLD: To summarize what the chart says though is that in market, Nevada was compared to Arizona, California, Colorado, Idaho and Utah. Nevada scored high on good value, reasonable costs, relaxing, gaming, and good for someone like me. Those were all important to people coming to Nevada.

Things that Nevada needs to pay attention to are the perceptions where we scored low or bad for family, and we scored low on clean, beautiful and winter activities. And again, I think these are perception problems with the outside audiences.

HUTCHISON: In spite what we all think here, nobody knows that we've got skiing in Nevada. Commission Baum.

BAUM: First of all, I think an observation just from what I've been hearing and seeing is that a lot of people think that Lake Tahoe is California, and although we share the lake, a little bit more of it's in California, and in many national publications and coverage, you see Lake Tahoe, California, and we're not given credit for being an important part of that and arguably having the best hotels.

HUTCHISON: Yeah, okay. That make sense. Thank you.

GRISWOLD: I would agree that the research agrees with Mr. Baum.

HUTCHISON: Commissioner Hunt-Bono, did you have a comment?

HUNT-BONO: No, I'm sorry.

HUTCHISON: Go ahead Jennifer.

GRISWOLD: For slide 12 in your books, this kind of summarizes what's going on there and exposure had increased nine percentage points compared to the previous year. And paid and earned outperformed other synergies for consideration to travel and intent to travel. That's basically what's up here on the presentation board.

There's more detail on this slide - on slide 13 in your binders, and there's a positive correlation with the exposure to digital ads and intent to visit in the six months. If they had been exposed to any digital ad, their intent to travel goes higher.

Most people during this campaign were exposed to our advertising four times. And the research indicates that five exposures to advertising is really optimum and that's what sends people to actually travel.

So my last slide...

HUTCHISON: Jennifer can I just ask a question?

GRISWOLD: Sure.

HUTCHISON: So if you're allocating scarce resources what this last slide should have told us was go digital, right? Even more so than television, cable, anything else, go digital.

GRISWOLD: It says that digital is the biggest mover in addition to other synergies. It's the exposure to the digital ads includes the intent but you have to consider how everything works together.

Actually my last point would be to say that we should emphasize using video in television broadcasts in the most affordable ways possible, because that boosts the ad performance overall. It increases all of the owned and earned by indexing them and increases them all.

Video and TV remain a key component for building the awareness, and adding other interactions with media enhancements. And then we could take advantage of our social and we can post video and boost the effectiveness of those campaigns.

In this whole report it refers to most video as TV exclusive, but TV actually equals video in most instances, and it can equal the digital also. Does that help answer your question?

HUTCHISON: It does, thank you very much. All right, Jennifer are you concluding your remarks here?

GRISWOLD: Yes, I am.

HUTCHISON: Great, we'll open up for questions then. Commissioners if you have any questions of Jennifer and her high-quality, outstanding presentation on the effectiveness of our PR campaign so far? Any questions from the Commissioners? All right, Claudia? Jennifer, thank you.

VECCHIO: Yes, Claudia Vecchio. Thank you Jennifer for the first time out, very good.

Your binder also includes the ROI calculation and this is what we've talked about a lot in the past. We're not going to go through this, because this continues to be a work in progress, as you well know, we've tasked TNS to come up with truly the industry's first IMC, Integrated Marketing Communications ROI model. We believe we're in a very good trajectory toward accomplishing that and coming up with this. I believe it will be an industry-changing kind of a model.

You'll see that in here, and you'll see the ROI go up significantly but we're not necessarily comfortable with that yet until we have this model perfected, but that's what the end of this presentation is, and you know I fully believe in the impact and the value of earned or PR in tracking the effectiveness of a

campaign. I never believe a campaign is only effective depending on the amount you spend on it.

We're still moving in the direction of showcasing the true value of an integrated marketing campaign. I wanted you to know why you had that in there.

All right, so the next point on here is the Brand 2.0, the New Creative. So many of you, I think most of all of you were around in 2003 when we launched the new state-wide brand and the associated "Don't Fence Me In" tourism campaign and I think where we started was a great place to start. It introduced the song. It introduced the idea. It introduced the spirit of "Don't Fence Me In." It introduced the languaging. It introduced a direction for this new approach, but all brands go through cycles. Now we are onto the 2.0 piece of this brand and the way we communicate and convey what has really become a quite popular brand that seems to resonate with our audiences.

When we brought on Fahlgren Mortine, they had a fairly difficult task. So agencies as all you know who've worked with agencies generally speaking, like to come in and craft their own brand. That really is how they put their stamp on a program.

But we said to them you can't do that. You have to use "Don't Fence Me In," there are pieces of this that are working very well, obviously as all creative can do, we can do better. In a short time, they have come on and been a partner unlike any other agency partner I've worked with since being here. They really have taken this challenge and I hope that you will agree have provided us with creative that will cut through the clutter and will convey this brand in a way that is heartfelt and fun, and really sets Nevada apart. I want to turn it over to Marty McDonald who is our Account Manager. If I had Marty's bio in front of me, I would talk about accolades that you wouldn't believe. She is consistently voted one of the best PR people in the country, and you know since the time she graduated from college, which hasn't been that long ago, she has been awarded a number of things. We have experienced her great professionalism. She's going to showcase where they've come from and where they are and then show you some campaign creative that I hope you all like.

HUTCHISON: Well, welcome, Marty, go right ahead. We have very high expectations.

MCDONALD: No pressure.

HUTCHISON: Very high expectations.

MCDONALD:

Thank you. Well, it's a pleasure to be back with you and giving you an update of our progress as Claudia mentioned, on everything we've been focused on, since our contract began in February.

As Claudia said, what creative agencies for those of you who have worked with them, and I'm sure you all have, what they like to do is show up and change everything. The good news is we didn't want to do that in this case.

We have great research at our disposal, and we know what we needed to do. We know that this campaign in this direction with "Don't Fence Me In" is working and it has been working to take an ROI from 19 to 1 to 33 to 1 is something we can't abandon.

What we focused on, I think we said this to you when we were last together in June, is we were focused on an evolution, not a revolution. What we'll show you today really does represent "Don't Fence Me In" 2.0. I'm going to primarily show you the creative elements, the front end the message of the campaign, because we have heard so much about the attributes, the research, the markets.

After my presentation Krystie Reep from Fahlgren Mortine will be coming up to take you through the media recommendation, so there will be more specifics there shared about specific market decisions, specific partnerships, custom partnerships and how this will play out.

Without further ado, we started with brand, and you're all familiar with the brand mantra. We really studied the brand, and we also got out into the rurals, we spent a lot of time on the road. We talked to bartenders and we talked to servers and locals and really made sure we understood this brand to its fullest.

What we know is this is a brand that's about duality. It's about highs and lows, mountains of snow, and valleys of fire. There's a lot of contrast in the State of Nevada, north and south. There's a lot going on. We want to celebrate that in the evolution of this campaign.

We also understand that the core of this brand and this mantra is really about individuality. There's a sense of individuality that's alive and well in the State of the Nevada, and we really wanted to celebrate that, and it just so happens to be what the millennial audience wants to buy. What they look for in travel decisions are places they can go. We always say this when we're creating content or making campaign decisions, they want to be told. They kind of think in this way. Take me by the hand and show me how so I can do it myself.

In individuality they want to have their own kind, their own flavor of vacation. This is a great jumping off point for us getting started in our work.

“Don’t Fence Me In,” a quick history, if you’ll forgive the little, slight theater here, we love this about “Don’t Fence Me In.” It’s more than song. “Don’t Fence Me In” is an idea, you know whether it’s Cole Porter, Roy Rodgers, Bob Hope on the Muppet Show singing this song, Harry Connick, Jr., it really is a philosophy more than a song, and it stood the test of time. It’s classic, and it’s timeless because it really is about what it says to a person, don’t be like everyone else, make your own decision, pave your own way. We needed to stay committed to this direction.

We think that Travel Nevada, our predecessors in the campaign and Travel Nevada have done a wonderful job contemporizing the idea, working with the Killers to make it modern, to make it have that. It’s more than a cowboy song, we’ve contemporized that by working with the Killers.

What you’ll see from us is we’re going to treat the song a little differently, but it still is going to be the cornerstone philosophy of what we’re doing. The audience, we know who that is. We have great research behind us, we know they’re independent, they’re nonconformists, they’re millennials and they’re mavericks, and they do have that adventure mindset.

They’re also wanderers, dreamers, adventurers. What you’ll see on the right and on the next slide, “Don’t Fence Me In” is something that is badgeable if you will. It’s something that our audience wants to be part of, not just be told about. So they want to wear it. They want to take pictures that capture “Don’t Fence Me In” moments. They want to brag about their experiences. Taking the “Don’t Fence Me In idea” and making it into a graphic that we can use in new ways is something we really wanted to do, and that’s what we’ve done here.

You’ll see things like tee-shirts and items that we can use in media activations and consumer activations and event and in social media to really make this kind of emblematic of the “Don’t Fence Me In” experience.

NEWMAN: If I could interrupt briefly, I would just say my staff has tasked me with bringing back “Don’t Fence Me In” stickers. It works. When we open the packet and they saw those, everybody wanted them. I said not until I get more.

MCDONALD: Right. Yes.

MCDONALD:

They're coming. Oh good, that's a great sign. So the concept foundation as we sat forward, you know we do - you know this is all great philosophy, but we also do need to deliver a campaign, we need to deliver advertisements and units and messages.

The concept foundation we came up with different concepts but at the core we knew that all of those concepts would deliver on the core foundation, and these are the things we knew we had to do. We needed to focus on engagement versus impressions, not just eyeballs, but connection, you know because really there's some education we need to do with this brand. There are things about this State that people don't know, and that might surprise some of you in this room, but there's a lot of education we need to do. We need to have a conversation that continues over time, not just serve them a message and leave.

Involvement, we want to bring people along with us, invite the consumer into the conversation, have them follow up on social media, continue to talk, also involvement of our partners throughout the State. We need the support and partnership of the different marketing bureaus throughout the State, because we need to create something that everyone feels can benefit them in their own way. We need more communication, more education internally about what we are doing and more involvement from all of you.

Video and content rich, not just a TV spot, not just an ad, but looking across multiple platforms, because we have research that tells us that when multiple platforms work together the results get better.

We also wanted to involve real Nevadans. We're living in the age of authenticity, so involving real Nevadans in some way was really important no matter what we did.

Also a PR driven campaign, we've talked to you about this before, so what are we serving, what messages are we serving up in terms of content. We know what's going to resonate, we know what motivates people to travel. There are things like food and drink, you can't travel without doing those things, so they need to be interesting.

Adventure, that's both the hard adventure and the soft adventure. The adventurous mindset. And then the people and the characters are what help us build this brand as being a state of interesting places and people.

We developed two concepts, two core concepts, and a little different treatment. The first we called stories. I know you can't read this. These are just

reflective of the story boards. I think many of you have seen these already. So the stories concept was really a person, a character first approach with attributes kind of in the background talking about the interesting people in the state of Nevada.

The next campaign was called voices and it was really about personifying the State of Nevada and speaking in a way that is about the attributes first with the people stories in the background.

We went into testing with these two concepts. This was our testing methodology briefly. We worked with Destination Analysts. First we started with key insights, things that we knew best practices, past history. We developed these initial concepts. We went into qualitative research with Destination Analysts, and we tested among our core audience, online interviews, online focus groups to really make sure that the core concepts are resonating and to learn from them about what we can do to make them better.

Then we emerged with revised concepts, and that's what you're going to see today. Throughout this process we've been gaining stakeholder input, remaining transparent, making refinement space on where the media will be placed, because if we know where we need to fish, based on where we need to reach our core audience, we need to make sure we meet messages and content that's going to resonate in that place, so we've got to be mindful of the media as we're developing concept.

Hopefully if we're successful today and we gain approval to proceed, we're going to move into quantitative validation of the direction of the path that we're on, and move into final concept.

Really quickly, a summary of the test results, when we came out of testing, here's what we learned and we listened. We learned that attributes first or characters first, it's not one or the other, it's both. What we learned is that there are things about each of those directions that really resonated. The character stories are very interesting to people. This is an interesting place, we've conveyed that successfully, but people perked right up when they were seeing mountains and they were seeing skiing and they were seeing snowboarders. I didn't know you could do that there.

Serving up the interesting character stories and storytelling with the attributes also in the message front and center is really what we needed to do. You'll see that in our campaign direction.

So without further ado, we have two things to show you today - well, we have a lot to show you today, but these two items here represent for ease, our TV spots. These really are our video spots, these are delivered digitally in many different ways across many platforms. There are two treatments, one filmed in northern Nevada, one filmed in southern Nevada. They are rough cuts, so what you'll see is we don't have all the colorization done, we don't have the sound sweetened in some of those things. We're stopping just a little short of finalization, so we can gain your input. We've gotten great input from you already, things like you know making the sure the spot finishes all the way, and that the URL may stay on screen a little long. Things like that we're still continuing to make.

So without further ado, we'll show you the spots.

[Videos play]

MCDONALD: All right, there you have it. That really kind of represents the opening scene of our storytelling and what we'll take forward in the campaign. What you see here is a couple, we call them the hero couple, and they're on this epic journey. You're going to see their journey play out in other ways, not just here in this spot. We're kind of teasing the journey here, but you'll see video content strategy and some of our other campaign elements. Jeff, my colleague is going to come up and walk you through a few more visuals to help you see how this campaign will extend.

SCOTT: Thank you Marty, Jeff Scott with Fahlgren Mortine. I'm going to take you through the video content strategy a little bit. You just saw the TV spots. The main role for those TV spots is to really generate interest and intrigue for our audience, right. We're going to see those spots through broadcast, through online video, through cinema, social media and through the site as well.

Krystie is going to take you through more details of that paid media plan. But again in that dreamer stage you know is when our audience is just starting to think about where am I going to travel next, they're going to have a real list of options in their mind. We really want to just get on the list, get on their consideration set list in that dreamer stage.

As they move into planning, we want to go deeper with our video content and really, as Marty talked about, show the couples' journey, the back story behind the TV spots. So we're going to show long format videos, it might be a minute, it might be two minutes, three minutes of our couples' journey throughout the entire state.

Research told us what not a lot of people know about all of the activities that we have here, the skiing, snow shoeing, outdoor activities. The couples' journey video vignettes will show that story in greater detail. You will see that through the website and through social media and in banner as well.

As we move along through the travel journey, our audience will also be able to see videos about our character bio, so real Nevadans telling their stories, what "Don't Fence Me In" means to them, their DFMI stories. We're going to see the character bios long format videos there as well.

And then toward the end of the journey, once our audience experiences Nevada, we want to give them tools, we want to invite them into telling their story as well, their Nevada experience. We'll give them tools to create user-generated content, influence their videos through social media and through the site.

Now I'm going to show you a little bit of the digital experience, so this is an example of a rich media unit that would appear to our audience, probably in the dreaming stage, you see the animated banner come to life here. The beauty of a rich media unit, if you've ever interacted with one is that we can really bring almost a mini microsite website experience to our audience without having to bring them to our main website, right. They don't have to leave the page, and really they're able to interact with a great depth of content right here in the unit.

In this instance they're kind of rolling over and clicking through our various characters. They can click on our couple and watch our TV spot, or video spot, or they can go deeper with one of our characters, and in this instance they're looking at the world of adventure, and they can watch that longer form vignette video and see the Nevada product and the Nevada experience right there, right inside the banner unit. Again, not having to leave the site.

HUTCHISON: Jeff, are those completed and done, those bios and these longer videos?

SCOTT: We're actually right in the middle of production right now as we speak, yes. But they will be ready for launch.

Then as the campaign extends, this is an example of how we'll marry up with some of our media partners, and again Krystie is going to talk about this in greater detail in the media presentation. This is an example of a Hulu takeover, you see the Nevada product, Nevada experience, all within the Hulu sites. And

in this instance the audience would watch our TV spot, right before they get to their content.

Some of our partners would also be customizing the experience, so the Nevada creative is right in line with the media partner as well. Here's another great example here with Orbitz. When our audience is in the planning stage and they're at orbitz.com for instance, they'll be able to go through a unit like this and they can download our visitor guide, they can get maps and our videos as well, all right there within orbitz.com.

HUTCHISON: Jeff, let me ask a question. What's our competition when it comes to these different websites, or these different places that people are going to plan their vacations, so you have competition with Arizona and California who do the same sort of thing? If so, then is it just whoever is going to pay the most, for the most exposure? Just what does the competition look like? This is great, but if it's one of you know 20 states, they're just getting barraged, people are going to ignore and who cares, but if this is sort of unique and well-positioned and we don't have as much competition, what does that look like when someone goes to an Orbitz site, do they get inundated with different states trying to convince them to come to their state?

MCDONALD: Yes, the research does tell us some about our competitive set, you know who we're trying to compete against, but really it is about the message. I think there was a slide in Jennifer's presentation about you know, is this telling us that we should only invest in digital?

I think that's true when you're only playing an impressions game, but we have some education to do. The campaign treatment becomes really vital. We probably in the State of Nevada will not - if we are competing, which we are, against these other western states, we may not win the attributes war. We may not win just on mountain ranges and snowboarding, because those also exist in our competitive set. I think the choices we've made about the campaign message and the visuals bring in the characters and the interesting stories into the fold are really what's going to make the difference. Competition is everything.

HUTCHISON: Let me just ask a follow up though, because maybe I wasn't clear. On Orbitz, for example, if I go on Orbitz, am I going to see Arizona and California and Missouri or is this a unique idea where Nevada is going to be the state on Orbitz?

REEP: I'm Krystie Reep and I'm the Director of Media at Fahlgren Mortine, and yes, you're going to see competitive states within that platform; of course you are.

The thing that we do is we make sure that we are using all the targeting capabilities that are available to make sure we're targeting the right people.

We're not just blanketing all of Orbitz with our message, which puts you in greater competition with your competitors, because we've identified our psychographics of our audience that Claudia talked about earlier, and we're really honing in on those people. Not only from a geographic standpoint, so we will do some of that, we will also be on competitive state site pages.

If somebody's looking for something in California, the Nevada message may show up there, because we want to entice those people to think differently about their vacation. It's really about that targeting. There are millions of impressions available on Orbitz, so it's about how we use those impressions.

You'll also see in a couple minutes when I come back up and talk with the plan in more detail, you'll see it's about the engagement. We really try to develop not just placing ads on those pages and getting the impressions like Marty said. It's about creating content, creating a deeper engagement. We're going to create a landing page that will house a lot more content that really gives people more information than just that impression that they see for three seconds, ten seconds, 15 seconds and then move onto something else. We want to create an immersive experience that you'll see a little bit more detail in a couple minutes.

HUTCHISON: Okay, thank you. Jeff, go right ahead.

SCOTT: Thank you. Jeff Scott with Fahlgren Mortine. As our user is enticed to move onto our website, this is an experience that they will see. This is a campaign landing page that is actually going to live within the evolved travelnevada.com website.

In years past, we've just had a separate landing page, and you could get to the travelnevada.com site, but now we're going to merge the two, and we're going to have the campaign landing page within travelnevada.com. The user can interact with our campaign content, or they can go to things to do. They can go to the rest of the travelnevada.com site if they so choose.

Now you guys will have the chance to click through the site in the next couple weeks, we'll have a beta site that you can interact with, before launch. I'm just going to show you some screen shots.

It's important to note also that the site will be built responsibly, optimized for mobile and tablet as well. As our audience clicks through the campaign version

of the site, it will open on our hero couple as the page loads and much like you saw with the rich media unit, they'll have the option to click through our four content areas. Wanderlust in that instance or adventure, and then as they click to the secondary pages, they'll get a fully immersive experience of the Nevada product as I talked about earlier, but the long format videos and the character bio videos will all live in this section of the site.

And then that brings us to the mobile app.

HUTCHISON: Thank you, Jeff.

MACDONALD: So again, I know we went looking through those, but we really wanted to show you how some of these visuals will translate because as we learned from research and as we talked about, we knew it would be important to blend the character stories with the attributes, and in some of these treatments you can see the attributes in the background showing up with the characters because we know that's part of the education we need to do.

We will have a mobile app. We're actually well down the path now. We have a functional mobile app in prototype right now that works on my iPhone, but what we're focused on right now is adding content, enhancing the experience of this will launch in the months to come.

As Claudia has alluded to and we think it's really important that the app really serves as the virtual infrastructure for the State. The mobile experience is - the app experience really is what the visitor needs while they're here. We've designed the app experience with that in mind. You'll see the "Don't Fence Me In" front and center.

The next slide will probably hurt your eyes a little bit, and I apologize for that. I'm going to move really quickly over it. What this is, it represents our campaign ecosystem. We know from research that when different campaigns, different treatments, different ads and earned all work together the results get better.

This just represents the fact that we're thinking as an ecosystem of a campaign, not just an individual treatment, not just an ad, but we've got to think about all these platforms in everything we do. You'll see the consistency across platform with the visuals, so this is really where we approach things and also the center there represents the digital experience. We're spending a lot of time in the back end data, the CRM, the data behind this program, making sure that something that works on mobile is also going to work on the desktop experience, so we're doing some enhancements in the back end as well.

That is what we have for you today. Are there any questions or discussion before we go to the media recommendation?

HUTCHISON: Thank you Marty. Commissioners any questions, comments, observations about what we've just seen and presented. Any comments down in Las Vegas, we can't see you, but are there any comments? Now, we can.

HUNT-BONO: Certainly can see that in the development, they have done an awful lot of good work and it's very creative.

HUTCHISON: Thank you Governor.

HUNT-BONO: Very good.

RALENKOTTER: This is Rossi in Las Vegas. Claudia and I were talking when we were going over some of the creative before. It does get to the experience of the brand which is where everybody is headed now and talking to that. I think this campaign has the ability to cut through a lot of clutter, so I think it's on the right direction to get us onto that point, where we become even more competitive.

HUTCHISON: Thank you Rossi. All right. Marty we're ready to move on.

MCDONALD: All right, thank you very much.

VECCHIO: Lieutenant Governor, could we have a motion to approve that creative, so we know that that's the direction you want to go from a creative standpoint.

AYALA: So moved.

HUTCHISON: Okay.

CARANO: Second.

HUTCHISON: We've got a motion from Commissioner Ayala, we got a second from Vice Chair Carano. Is there any discussion on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye

HUTCHISON: Any opposed? No. Motion carries unanimously, congratulations, move forward and bring us lots and lots of visitors.

All right, what's next? We've got the fall, winter media plan.

REEP:

This is Krystie Reep one more time. I'm going to be talking through the paid media elements. As you've heard all afternoon already, it's really hard to talk about paid media today without talking about earned, about talking about owned and shared, so you will hear me say those are important components in making decisions on the paid partners that we can extend in some of those other spaces as well. Jeff showed you this a little bit earlier about understanding that traveler. This is just as important when we're talking about where we're going to spend our dollars making sure that we are identifying connection points all the way along that traveler path and ensuring those connections along the way there.

When building successful programs it starts with the data and insights and Jennifer went through a lot of that information earlier. Those are all pieces of information that we spend a lot of time digging into along with other resources and other best practices and things like that, but really understanding what Jennifer was talking about and all of those details. You'll see that those were things that were all considered when putting together our media recommendations and really helping us determine the right mix for the paid, earned, owned and shared vehicles.

One of the things that we felt really strongly about and something we can do now with the digital space better than we are able to do in the old traditional media spaces is to have more of an always on approach with our media, ensuring that we're out there all the time versus just having some campaign periods that are you know 6, 8, 12 weeks at a time and being off line the rest of the time. That's something that we wanted to make sure that we were able to incorporate this year.

Claudia has mentioned this, we talked about this I think in the spring summer when we put together programs and really focusing on the psychographic data, not just about demographics, that adventure mindset in that. Adventure mindset means a lot of different things to different people. For some people it's that hard core adventure like rock climbing or hiking. For other people it's going to be you know taking a long drive somewhere new and different to them and exciting for them.

We want to make sure we're thinking about all of those different types of people. It's more adventuresome spirit than it is necessarily a - you know an

activity that they're trying to do. We want to make sure we invite these people to participate in what we're providing them.

Our approach, like I said we're going to have year round efforts in our core markets, and then have seasonal pushes in the fall winter, and then again in the spring summer that heavy [inaudible] during those key important times of year.

With using psychographic data, we were able to be more efficient with our television buying as well. Some of our core markets, LA, San Francisco, for example are very large, very large from a geographic standpoint and also expensive markets, so we are able to utilize the psychographic data to target within those markets as well, be more efficient with our dollars, which allows us to incorporate additional markets. You see the ability to incorporate Salt Lake City, Boise, Sacramento, San Diego ongoing, rather than - and just certain times of the year I think as we've been able to do in the past.

AYALA: Can you explain psychographic data?

REEP: Yes. So looking - in this case what we're talking about is really understanding lifestyle, more than a demographic, more than saying we need to buy adults 18 to 49, or we're going to talk to millennials, we're going to talk to baby boomers. Those are all demographics.

Incorporating the types of things people like to do, what their lifestyle is like. Are they people that are spending their weekends outdoors or they going to - you know somebody that's going to be sitting at home watching television all the time might not be our core audience, where someone else might be.

it's understanding those psychographic habits; it not only allows us to identify zip codes within a market that say these people that live in this area of this large DMA are more likely to be the people that would come to Nevada, or be interested in coming to Nevada, that's one way to look at it. It also gives us insight then as to what types of television programs they're watching, what types of websites they're going to, what's their media partnerships, what kind of brands that they associate themselves with, and then we can associate the Travel Nevada brand with that.

AYALA: Cool, thank you.

REEP: one of the things we - what we'd like to do with that is looking at some of those national, not just focusing only on geographics, the core markets, being able to take that with some of those lifestyle brands that we've identifies and to have a

national reach to people who are very specifically psychographically targeted and most likely to be interested in coming to Nevada.

You see here just sort of a high level breakdown of how we're looking at the year, the budget from a paid media standpoint throughout the year. We've got elements that are always on, and then again those heavy out pushes in fall winter and then spring summer. Those always on elements are the thing that I just mentioned as far as national partnerships, content partnerships, search marketing plays a big role here, making sure we're there when people are looking. We don't want to lose them if they're already out searching for something that we can answer for them.

And then also the OTAs and you know the Orbitz, Trip Advisors, those places that we have a consistent presence and then heaving up with both digital and video, meaning both television and other screens of video as well during those key times of year.

HUTCHISON: Krystie, let me ask a question. Does content - I assume does content change from always on to fall winter to spring summer, is it the same content or just increasing the frequency?

REEP: Right, the content partnership would be year round, but the actual content that is served is changed throughout the year, based on what's appropriate for the time of year, so it's more about the budget, and that we have budget for that 12-month period that we have exposure, and then whatever messages go in there obviously would definitely change in and out with the seasonality and those things.

HUTCHISON: I mean for example the fall winter, 35 percent of the budget, I would assume that would emphasize winter sports.

REEP: Right.

HUTCHISON: But that's going to change by the time you get to spring summer, right?

REEP: Correct, correct. And I think the creative that you saw is really focused for that fall winter, where you see the snowboarder and those things and I know there are thoughts on what those different - those characters will change out in the spring summer then, and then that would be what is placed in the media as well.

You can't read any of this, I'm sure, but basically what this - it's just to give...

HUTCHISON: It looks really impressive.

REEP: I spent a lot of time on it. It's just a quick glance of being able to look at the full year and how coverage of the message will be out there. You see those always on elements that go throughout the year, and then you can obviously see where there's heavy up periods.

Then this of course is all layered with social engagement that's ongoing and always on as well, public relations efforts, those are all important components from a consumer perspective, it's just messages to that, it's all the same message to them, so we make sure that we're thinking of all of those things as we're putting these strategies together.

Just again, high level kind of breakdown, we're looking throughout the year to deliver over 180 million impressions, but more importantly, most of the focus you can see of that breakdown is on digital and video, again back to the research that Jennifer shared, making sure we're in those places that are going to make the most impact to drive awareness; but then also engagement and make sure that we're providing engaging opportunities for those people too.

AYALA: Krystie.

REEP: Yes.

AYALA: The 180 million impressions, what makes up that number? I mean versus 60 million, versus 250 million.

REEP: Right. An impression number is just a number of eyeballs that will see it. That can be duplicate impressions, and hopefully we want to get to that point where people are seeing five of those as the research that Jennifer shared.

Those impressions are going to have a frequency over time. Some of those are going to be television impressions. A television impression versus somebody that spends time with one of those rich media ads, that just impression number there's different weights to those, but then there are a lot of other metrics that we continue to look at.

AYALA: So what's the significance of 180 versus some higher number or some lower number?

REEP: It's really just more to show that the total number of eyeballs over the year, again they can be the same people looking at - seeing the message over time. There's a lot of other numbers that we look at underneath that that say you know I think 30 million of those - every partner that we partner with, and this is where the negotiation really comes in with what we're doing with those partnerships to make sure that we're getting - we look at it - that's how we look at our costs, to look at costs per impression over - and we can look at that across mediums.

A cost per impression on television is going to be very different than a cost per impression on digital, but it allows us to negotiate and evaluate partnerships.

AYALA: I got it, thanks.

REEP: The next couple slides I'm just going to show you kind of taking a step further than some of the stuff Jeff showed as far as what the creative can look like in some of these media environments. One of the things - people get so many messages all the time, that we need to make sure we're cutting through that clutter.

It's about marrying the message in the creative campaign and the platform with the medium and the type of environment that the person is in and making sure that that message resonates for them.

We wanted to find partners that can help us create content. A lot of these partners will create content on our behalf and take on some of that production, but then we can use it in our environments as well. Those are some of the partnerships we've - we're looking at.

CARANO: I have a question while you're waiting. Since it says outside here, that's for the adventurer, is that right?

REEP: Yes.

CARANO: And so not outside marketing like billboards.

REEP: Correct, correct. *Outside* publishing is who that is.

CARANO: *Outside* publishing...

REEP: *Outside* media publishing, so there's *Outside Magazine*, they also have a website, they have video properties now as well.

- CARANO: That's an organization called *Outside*...
- REEP: Yes. And the first example I'm going to show you is going to show you that. I was going to say I kind of get into the visual part.
- HUTCHISON: Why don't we just wait for a second on the visual, is this going to be up pretty quickly?
- MCCALL: It's ready.
- HUTCHISON: It's ready, okay. I was going to move onto another part of the agenda if you needed a little more time. There we go, great, thank you.
- REEP: Nope, we're good, okay. The first one I want to show you is just an example of that partnership with *Outside Magazine*. The ad units, the rich median, the things that Jeff showed you would run on *Outside*, well, we're also going to partner - we would like to partner with them to - they will help develop content around Nevada characters that we help them identify who and that resonate with their audience. They create printed content as well as online content and videos, that then we again not only would run on their sites and their social channels to reach their audience and then we can use that in our space as well.
- You can see here an example of - it really looks like it's *Outside* content, but it would be something that we would work with them to make sure that they're telling the story we want them to tell about Nevada.
- The right side is showing a social experience on the *Outside* social channels, but they would invite their readers to share their stories and then again we have that content that we can share and leverage on our sites as well.
- Another partnership that we - to complement the more hard adventure of *Outside*, and that's what their audience is really interested in, Great American Country is a scripts network that is focused on really celebrating America, their content, their programming is about - is everything from food to music and beyond and celebrating the American lifestyle. So you can see that here they have a sponsorship of the American Outdoor Adventure, they're doing a sweepstakes that Travel Nevada would be the presenting sponsor of, and they would also create some video that would show not only on air, but on their online properties as well.

Spotify is something - and music, we know music plays a really big role in many people's daily activities. What Spotify and Pandora have proven is that people are listening in a lot of different ways today.

Spotify, their goal is to provide playlists for lifestyles, that's how they've set up their network. And we can work with them to create playlists that showcase different lifestyles - on activities within Nevada, so it would kind of be the soundtrack to somebody's activities and interests that we'll be able to create, not only that gets our message out now, but then we can learn a lot, based on how people use that music about what can resonate in future programs and campaigns, so it's getting some data at the same time.

Orbitz, this is what we were talking about a little bit earlier, just showing that we want to partner with Orbitz to create video and content and it's a series. They do an original series with Richard Bangs, who is really known for his adventure travel content.

He's a blogger and does a lot of adventure travel currently. And he is - Orbitz partners with him and he would come to Nevada for a week, we would give him an itinerary, we would work with him on where we want him to go.

He would be sort of documenting both via video and social throughout the week that he's here and then he would write content that would live not only Orbitz in a landing page scenario that we would be driving people to that are on Orbitz. He would - we would be using the Orbitz' social channels as well as the Travel Nevada social channels, and website, we can use that content.

And then Orbitz has a distribution partnership with *Huffington Post*, so some of that content would live in that space as well. We really start marrying up the earned content with the paid content and make sure we're thinking about all of those things.

The last couple slides I have are just really focusing on what those seasonal heavy ups and how we look at digital and how we look at video in those spaces. You can see here at the bottom a list of the partners, but this is where we will - there's a lot of targeting capabilities you can use in the digital space today, and we want to make sure we're using a variety of them from behavioral targeting to where people are checking in and taking their Instagram pictures, that's noted on your phone, and we have that information, so we can target people based on that type of information and we know where they're at and what they're doing.

We can target people who are spending time hiking or biking in their home market and target them with messages to come to Nevada. Those are things that we want to make sure that we do. We do that across all devices, mobile, tablet, it's a little scary - mobile, tablet, desktop and reaching them where they're at and where they're spending that time.

When it comes to video, we talked earlier about television is still a very important medium, particularly when it comes to awareness and brand building and getting messages out there. We want to continue with that television. We found ways to be more efficient with those dollars, so that the dollars can go further.

Beyond the television space a lot of people are watching their programming in other ways, Hulu is one example. We also want to utilize cinema during the holiday time periods, we know a lot of people spend a lot of time going to the movies with their families and their friends. It's a great time to get the message in that really larger than life environment as well.

Then finally and arguably most importantly, we're constantly monitoring, optimizing, reporting these programs throughout the campaign. It's not something where we start it and then we wait until it's over, and then we look at what happened. We're always making it more and more efficient and effective throughout, and making sure we're driving that engagement and making adjustments to make the dollars work as effectively as possible.

We've seen this already, and really it all keeps working together.

NEWMAN:

Quick comment. Since working together, we spend and invest a lot of money in the rurals with our grant program, and I think that content wise, a lot of the grants that we're awarding for events need to be captured and highlighted in this, so that we have the Yerington Music Festival. We have the Reno Balloon Festival, the Reno Air Races, whatever - whatever the content you're looking for, it all needs to work together and we need to be showcasing what we're supporting with our dollars as currently. We need to make sure everything is working together there.

REEP:

Absolutely. When Marty was up here earlier we talked about kind of those four content buckets that we're using for looking at the creative, and those are the same kind of core content buckets, so we want to make sure that we're feeding those content buckets and then those - that's where we're taking our stories and our information for the paid element, no matter what elements to make sure.

HUTCHISON: Great, other questions at all for Krystie. Brian.

AYALA: Yes, I'm looking at a slide here that you didn't necessarily cover, but the FY16 element summary, it talks about 62 million impressions.

REEP: Yes.

AYALA: It looks like a nine-month period, is that correct?

REEP: Yes, launching in November through next August.

AYALA: Through August.

REEP: Correct.

AYALA: So is that the always on? What's the difference between the 62 million impressions here and the 180 we were talking about earlier?

REEP: The 180 million - so the way that those three pie charts are broken up, the big on the left - I don't know which, I'm sorry...

AYALA: Hold on, I don't see a pie chart. I'm seeing just a...

REEP: But yes, so there's always on elements, right, okay. There's always on elements that will run year round, that's the 62 million, and then we have the fall winter and the spring summer to add on top of that, so that's where that...

AYALA: Okay, that's...

REEP: Yes.

AYALA: Thank you.

HUTCHISON: All right, other questions or comments? Okay, Krystie thank you very much, outstanding work, and it is a little frightening how you can target people to know where they're riding their bikes or whatever, right. I mean that's a little frightening. All right, anything else, Marty, anything else going on, any other follow up, any other questions for anybody.

Claudia, before we make a vote here.

VECCHIO: I just wanted to just make one comment about this. In the media plan and in the creative plan they showed you the various components of these four stages that people go through. We've had a lot of discussion with the agency about how long we're going to allow people to stay dreamers. I don't want them to be dreamers forever. We need them to book a trip.

We're working on creative elements that move people beyond that stage in a way that is comfortable, but yet drives purchase, because that's what we're here for. I just wanted you to know that we thought through that. A lot of these components that they showed you were in the dreaming phase, and that's all fine and dandy, but they've got to book. That's where we're taking them, and that's the language we're using. We're not letting them dream too long.

HUTCHISON: They've got to buy something. Well and that was going to be a follow up question that I had, and that is accountability, how do we know this is effective, what's a win for us? Is a win when they actually book a trip?

They're not always going to book a trip that we know about right? They just grab their mountain bikes from California and come over here. How do we objectively, or is there a way to objectively - and I know and most of us know being involved in marketing and meeting and all that kind of stuff, sometimes that's hard to quantify. But what's a win for us out of this campaign? How do we know this is effective?

VECCHIO: Well, we have a pretty sophisticated bottle, this is Claudia, that tracks effectiveness of the campaign. A win for us is a highly coveted visitor who spends a lot of money and stays a long time, which is why we advertise in markets in which people need to spend a night in a hotel or lodging facility.

The win comes in when we look at the effectiveness of the amount of dollars that this campaign specifically was able to drive to the State. Improvement in that return on investment is what becomes a win.

HUTCHISON: And how - is there any mechanism to quantify that? Because of this ad campaign, we brought in X million more dollars in tourism, right, there is a mechanism to capture that.

VECCHIO: There is accountability for that. That's what this model campaign effectiveness piece does.

HUTCHISON: And will we as a Commission get a report on that at some point?

- VECCHIO: Yes. You will.
- HUTCHISON: We spent X million dollars on the media campaign and the marketing and all this stuff and here's how we can track this, and this is the amount of money.
- VECCHIO: That's exactly right. That's what we're evolving so that it's not only tracking the paid amount because as you can see there is a whole integrated universe out there. We are not only tracking the amount of money we spend in a paid situation, we're also tracking the owned, which is all of the places that we own and influence and the earned which is the PR side of it.
- This new integrated model will showcase this type of a campaign and showcase the effectiveness of this campaign in a way that we've never done before. I caution you to know that the simple 33 to 1 ROI number isn't going to be relevant any longer, but you will get a much broader view of the effectiveness of the campaign.
- AYALA: I was looking for 50 to 1, and now you're saying we can't use that any more. I'm sure we did 50, right.
- VECCHIO: We will have a number, but it will be based on a much more integrated component, and when you add in the PR, and when you add in the social part of this, the ROI at least is trending and I can't tell you yet, much higher than a 33 to 1.
- AYALA: I'd be interested in discussing it with you.
- VECCHIO: But it's a much more complicated message to talk to the masses about. We'll help everybody understand how we come up with that.
- HUTCHISON: When do we expect the Commission to receive an accountability report on this campaign?
- VECCHIO: For the new fall winter campaign we will get the report by - if it's done in February, is it like four months afterwards?
- PETERSON: Three to four months.
- VECCHIO: Yes. Three to four months afterwards. So by our June meeting we should have this study. This one was late because of a bunch of changes here, but generally it's three to four months afterwards.

AYALA: So the new mechanism to measure - is there a way we're going to be able to compare apples to apples?

VECCHIO: No.

AYALA: Well.

VECCHIO: There will be no apples to apples.

AYALA: Isn't that convenient.

VECCHIO: Well, it is. It's not meant to be convenient, it's meant to be effective.

AYALA: No, I'm kidding, you know I am. But I can't wait to see it.

VECCHIO: There will be definitely some new messaging that we'll need to convey to everybody talking about this, because we will be able to figure out the paid piece, but that won't be the total message. The collective integrated marketing campaign effectiveness will have a number but it will take some discussion.

HUTCHISON: I hope that's what we can work on over 16 to take that into the 17 legislative session. When we're talking about transfer issues, or budgeting issues or whatever, we've got to be able to tell a story, right. We've got to be able to come in and say first off, look at this great media that we put together, right and we're so brilliant on the media marketing side, this is what the ROI was and you ought to give us more money, or you should transfer less money out.

VECCHIO: Yes, we'll be able to convey a much broader, richer story about the effectiveness of an integrated marketing campaign. That's what makes us smart.

HUTCHISON: Everybody wants to back a winner, right. That's why I say, what's a win for us? So if we are a winning Commission and we are putting a winning program together, it's a much easier sell for us when we actually have something to take in front of legislature. Everybody goes in front of the legislature and says give me more money, everybody does. You'd better have a very compelling story to tell when you've got competing interest fighting for those limited dollars and this is a way that we can do that and I just want us to be thinking about that over the next year or so when we're putting together our strategy for the 17 legislative session.

VECCHIO: Absolutely. That's what the initiative about being able to convey the value is as well. That's all tied into that value of what we do and the importance of tourism as an industry.

HUTCHISON: Great, thank you Claudia. Other comments?

VECCHIO: Marty, just so you know we had some folks in the media here today, and I know Rick Velotta is down in Las Vegas and we do have a PR strategy for getting this information out, because obviously now we have launched for all intents and purposes the campaign.

Marty is going to just run through very quickly the strategy for the next 30 days or so.

MCDONALD: This is Marty McDonald. I'll be very brief. We have a news release going out later today, just kind of acknowledging that we've received permission to proceed and run this campaign, presuming we gain approval to run the campaign.

HUTCHISON: Yes, we just didn't hold the motion...

MCDONALD: We need a motion for that. We have a news release ready to go out later this afternoon. We're being very transparent in what we're doing, so we'll spend a lot of time meeting one to one with media, we'll be going desk side making sure that everyone understands that if we don't want this campaign to be reduced to just seeing one part. We want everyone to understand the story, and where we're going.

We'll be spending the next month really kind of what we call socializing the campaign, making sure questions are answered, that we have involvement, that partners understand what we're doing, so we'll be on the road. We're working closely with Chris, Moran, Bethany and Claudia, the team here at Travel Nevada.

HUTCHISON: Thank you very much. Any questions? Thank you Marty. If not, the Chair will entertain a motion to approve the fall winter media plan as we've just reviewed it. Commissioner Baum has moved for approval of the fall winter media campaign and Commissioner Santos has seconded it. Any questions, comments on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye

HUTCHISON: Any opposed, no. Motion carries unanimously. Thank you very much. Congratulations, great work. I appreciate all your great effort there, Marty, Jeff, Krystie and your whole team. Thank you very much.

Claudia we need to move through fairly quickly if we can, the rest of the agenda. Was there anything on the agenda that you think we can roll?

VECCHIO: I just wanted to add a thank you to Greg, and Bethany and the PR marketing team here inside. They've worked tirelessly to get this campaign put together. Publicly, I thank them for all their great work and insight and creativity.

The rest of it we can roll through pretty quickly. Most of the information is included in your packet in the quarterly update.

As you know, Larry and the great international marketing team we have here is currently occupied with 140 Brazilians who are on a mega fam. This is really just a singular experience, singular opportunity for Nevada. We have to my knowledge not had this number of folks in at one time, two operators in at one time, especially northern Nevada. Great kudos as always to Larry there, they're knocking it out of the park, from an international marketing standpoint.

You have the information about the upcoming and the recent fams. The RFP process update, we have gone through an RFP process at each of our international markets. We're almost done with that, and have selected the firms, some new and some existing firms for each of the markets.

That process continues. We did that based on audit findings, and based on the contractual need to do that process from time to time.

We will be doing, as I mentioned, I have China update down here, we will be doing China as soon as we have a very good idea of how much money it will cost for this restructuring piece. There is still out of pocket expenses that are required, and those will come in the next couple of months. At that point, we will know how much we have for the remainder of this fiscal year to do the RFP process and get somebody on, but we need to have some financial insight first.

There are a number of PR clips in here, and Bethany and Greg we're not going to have time to go through your updates, but if you have any questions, of course, ask them about that. I'm moving back a little bit now.

Onto *Nevada Magazine*, Janet do you have anything you need for the good of the cause here?

GEARY: Good afternoon everyone. I'll be very brief. A couple other things other than what's in the report is we have start doing our radio show again. We do it every other Friday. We would love to have any of you as a guest, if you would like to be on. Commissioner Baum has been on with me, and I really appreciated it. This week, we have the town of Pahrump, the town of Virginia City and the Vegas Valley Book Festival. I have representatives of all those going to be on the show this week.

Also, we're doing our tour around Nevada and I wanted to let Don know that Elko is the winner of this tour around Nevada for our November December issue. We've done Virginia City, Ely, Tonopah, Laughlin and Minden Garnerville.

If you're from a rural area, or if you would like to vote for your favorite town, please so and then the rest of our information is already in the packet, thank you.

HUTCHISON: Thank you very much.

VECCHIO: We move onto department updates. We've had some very unfortunate sad news along a number of different lines this past week of the passing of some incredibly important leaders. I know we have some folks who want to take a moment to recognize some of the contributions of two in particular, and Governor Hunt-Bono, I believe you - I have to start us here with a tribute to Van Heffner.

HUNT-BONO: Yes, thank you so much, Claudia, Commissioners. I just wanted to say a few words on the passing of a good friend and former Nevada Commission on Tourism Board Member, Van Heffner. Sadly Van passed away on September 20th, following an extended illness.

I first met Van in the late 70s when he came to Las Vegas, founding the Nevada Hotel and Lodging Association and then he insisted me and many other Nevadan restauranteurs to found the Nevada Restaurant Association. He's done so much for our industry. He was a mentor to many of us in the hospitality industry. He possessed a spiritual nature, and was a highly intuitive individual and his contributions to our Nevada tourism industry will long be remembered and appreciated and we extend our heartfelt sympathies to his family and friends. He's going to be sorely missed, Van Heffner.

HUTCHISON: Thank you Governor.

VECCHIO: Julia Arger will just talk a little bit about our friend and colleague Tim Jones.

ARGER: Yes. It's with sadness and a heavy heart that I let you know that former Nevada Arts Council Chair, Tim Jones passed away Monday night, actually Monday morning early from an apparent heart attack, totally unexpected.

Many of you know Tim, worked with Tim. He was a tireless advocate for the Arts and for Nevada. He worked at the University for many years. He had his golden rich voice that he lent to many projects for KNPB. He actually was my husband's assistant for the Wine Auction that's held every year "Age to Perfection." And always did such a selfless wonderful job. He was just a great, great person and we will greatly miss him and love him very much.

HUTCHISON: Thank you Julia.

VECCHIO: Peter are you here? Peter Barton? Peter will give a quick Museums and History overview.

BARTON: Good afternoon, Lieutenant Governor, members of the Commission. Hopefully we have a little bit better news from the museum side, and I'd like to begin just by thanking Claudia and her team here and the cordial folks at Nevada Magazine for allowing us to squat in their Laxalt Building for the last year. We're about to relocate to commercial space and vacate our happy home here. But it's been a wonderful year. I want to thank them.

I'm pleased to hear the conversation about budgets and your concerns about transfers. We all suffered through the recession and Museums and the Arts seemed to be brutalized. Museums were the only agency out of 15,000 state workers to have all of our staff reduced to part-time for four years, which had profound personal and professional impacts on their lives, and our ability to provide service to Nevadans. We're recovering and the partnership with tourism is enabling that to occur, and we appreciate it very much.

Our fiscal year '15 numbers will reflect that our attendance was up only about two percent in fiscal year '15, but it's really a mixed bag. We have some of our museums, most noticeably, the Railroad Museum in Boulder City, which has no competition in that marketplace was up almost 12 percent last year.

Our school visits and our offsite services to schools were up double digits last year, and our revenues were up double digits. Even though the overall attendance was kind of stagnant, the important indicators that follow that were certainly upwards.

And we talked I know Commissioner Carano had mentioned you know collateral and marketing. We have a zero marketing budget throughout our budgets. We have no marketing money. We rely on the partnership with tourism to get our message out. In that regard we've unveiled new websites in the last couple of months and continue to work on them.

It's you know, our word gets out, it's all earned media, and Felicia Archer is our public affairs person in the back of the room here. I owe a tremendous debt of gratitude to her for the work that she's done. We had an LA Times article this month that broke on the Las Vegas Mob and the [Greeno] collection which just came to our museum in Las Vegas that was seen by nine million and is going into syndication.

The Glenbrook Steam Locomotive restoration project here at Carson City that we finished earlier this year has now won the top award in North America for railroad restoration projects for 2015. The Glenbrook is the oldest steam locomotive to be restored worldwide in the 21st Century. It's a big deal.

*Coin World* has covered the Carson City mint and point press number one. So it's through earned media that we really are able to get our word out, the Travel Channel has done two programs this year. They're about the debut a story on Senator Key Vale Pittman and the legend that he died prior to the election in 1940 and was kept on ice in the Mizpah Hotel in Reno, which is a myth, and we're about to go national and to debunk that. We also, this summer had a segment on Mysteries at the Museum on the Gridley Flower Sack which is up at the Historical Society in Reno.

So there's some good news. We're about to we hope finalize a negotiation that would take the Fremont, the Explorer exhibit that we put together with the Bureau of Land Management is now traveling through the state of Oregon. We believe it will go in a National venue in Washington, DC, and we'll make that announcement when it's appropriate to do so.

We're also putting Nevada out in front, and it's in your materials up at your desk there. It's called the Value of History and History Relevance Campaign, which is an initiative that is being led by the states of Kentucky, Idaho and Nevada. We're about to take it later this month to the National Governor's Association in Washington, and we believe it will be on their agenda for discussion at their winter meeting as they debate the future of education, particularly history education in America which has taken a back seat to STEM and STEAM. We

believe that's great value in history education. We want to articulate that and get it part of the Elementary and Secondary Education Reauthorization Act.

That's a little bit about museums. I'll take a question and I know it's late, so I'd better stop.

HUTCHISON: Thanks very much. Thank you. Questions.

VECCHIO: We will move onto a Nevada Arts Council report by its Chair Julia Arger.

ARGER: Julia Arger. In lieu of a report, I wanted to share some happy news, and that is that next Tuesday in Central Park in New York City, NV Energy will be receiving a National Recognition Arts award for their contributions to the Arts over the years. It is a very prestigious award. It's the first time that any company in Nevada has been so recognized and we are thrilled and proud that NV Energy will be honored on a national level next Tuesday.

HUTCHISON: Great news, thank you very much.

VECCHIO: We finally will hear from Sherry Rupert, Executive Director of the Nevada Indian Commission.

HUTCHISON: Okay, Sherry.

RUPERT: Good afternoon Mr. Lieutenant Governor, Commission, Sherry Rupert. I had four things to report, but I'm going to cut it down to two.

The first thing I wanted to give you an update on the Stewart Indian School Living Legacy project. We had a surprise visitor this morning out at Stewart, that was Governor Sandoval. He came out and he did a tour of Stewart, it's an initiative that's near and dear to his heart, and so he wanted to come out and see firsthand what our vision is for the historic Stewart Indian School.

I'm not sure how many of you know what the Stewart Indian School, you're probably thinking it's a school, why do we need to hear about this. But what I would like to encourage you to do is to come out to the school and I will give you a personal tour, and talk to you one on one about the Stewart Indian School, so I don't have to keep you here for the next two hours.

I wanted to mention that the campus is on the National Register of Historic Places, and we do have a committee together that's working on an application now for a National Historic Landmark designation. We did put our letter of

inquiry into the National Park Service, and they did come back and said that they concur that we are deemed worthy to move forward with an application. We're working with the State Historic Preservation Office on that.

We also have been working to develop a non-profit fundraising arm for the Stewart Indian School. The Stewart Indian School is owned by the State of Nevada, nobody wants to give to the State of Nevada, so we are setting up this non-profit. They have named themselves the Stewart Indian School Preservation Alliance. We do have our Board now, and the President of that Board is Nina Laxalt. So we're really excited about that.

We received a grant from the Commission for Cultural Affairs and so we have moved forward and are in the process of design and construction documents for an establishment of a cultural center and museum out at the Stewart Indian School. So that piece of it is moving forward, and in the legislature, we also received capital improvement funds, that will fund a master plan for the facility.

It's 100 acres and over 60 buildings out at Stewart. We're going to be looking at the future uses and putting some numbers to those buildings. That master plan will begin at the first of the year.

One last thing I wanted to mention was that on the national level I'm the President of the Board of Directors for the American Indian Alaskan Native Tourism Association. We've been working very diligently to develop a destination's website for Indian country. That was introduced at our annual tourism conference in Ignacio, Colorado, just a week or two ago and that is [nativeamerica.travel](http://nativeamerica.travel).

That is a site now where you can go and you can look and see what's available in Indian country. It's the first of its kind. Eventually, we're going to have a platform where you will actually be able to go and to book your travel on that website. We're not there yet, that's the next phase, but I invite you to go and take a look at that.

We are putting content on there for Nevada and for Indian country in Nevada, and it needs to be tweaked, but nonetheless we are working on that. We are utilizing a lot of the photos that we were able to capture for Indian country in Nevada. We have 25,000 photos now in our photo library for Indian country. I just wanted to throw that out there as well. And that's it for me.

HUTCHISON:

Thank you very much. Thank you Sherry.

VECCHIO: That concludes the Department Agency updates.

HUTCHISON: Great, thank you very much. Let's close out Agenda No. 4.

### **Upcoming Meetings**

HUTCHISON: Move onto Agenda No. 5, Upcoming Meetings.

We've got - you can see those on your agenda items, Commissioners, November 16th, 2015, we've got the Governor's Global Tourism Summit, and then we've got on December 9th at 1 p.m. a telephone conference call only for our NCOT meeting on that month. Any questions on that? Close Agenda Item No. 5.

### **Commissioner Comments**

HUTCHISON: Move now onto Agenda Item No. 6, Commissioner Comments. Any comments from the Commissioners? Please, Commissioner Newman.

NEWMAN: Yes, I would like to touch briefly on Larry's visit to Elko two weeks ago. In Elko we have 32 properties, 21 of them are Indian owned, and we had a very well-received and informative meeting. Larry came in and talked about his recent travels to India. It was a very engaged conversation which took me kind of by surprise, because normally it's a quiet group, but they were very active and very involved. It was a wonderful meeting, and I thank Larry for coming out and taking the time because it was well-received.

I think we have six of our lodging members that are going to go down to the Governor's conference and take part in that. We hope all six that have committed will follow through. We'll be working with them to get them registered and everything. But I think it's exciting that they're going to come down for that.

I just thought the strategic plan was awesome. I just want to thank you for the work and effort that went into that, because I think we're headed in the right direction. To Marty and her group, you know having been involved in the process previously, you know everybody wants our business, but I think you guys own our business. I know Neal had a very strong passion for this, and Marty, you and your team have just taken his vision and his almost promise and just I think where we're going is a wonderful direction. We can't have a meeting without mentioning curling in Las Vegas. Winter sports is not just Lake Tahoe,

you know our previous Chairman would love the fact that we're talking about curling in Las Vegas, so let's not forget that. So thank you.

HUTCHISON: Commissioner Newman, thank you very much and thanks for the marketing sound point for our marketing ad folks. Thank you. Vice Chairman Carano.

CARANO: Thank you. I just like to thank Governor Hunt-Bono for the tribute to Van Heffner. I first met him when I graduated from college, or was graduating from college and he sponsored me at a luncheon that Steve Wynn brought a bunch of students to. Then over the years I was a member of his Board for Nevada Hotel Lodging Association and I just think that if you spoke travel and tourism in Nevada, you spoke about Van Heffner at one time or another. I just want to thank you for a very nice tribute and I appreciate it.

HUTCHISON: Thank you, Vice Chairman. Any other comments from the Commissioners? If not, we'll close out then Agenda Item No. 6.

### **Public Comment**

HUTCHISON: Move to Agenda Item 7, which is Public Comment. Are there any members of the public in Las Vegas who wish to comment at this time? Don't see any down there. Any members here of the public who wish to participate in public comment at this time in Carson City? I'm seeing none. We'll go ahead and close out Agenda Item 7, Public Comment.

### **Adjournment**

HUTCHISON: And we will move now to Agenda Item No. 8, which is the Chair will entertain a Motion to Adjourn.

CARANO: So moved.

HUTCHISON: Got a motion to adjourn. Do I have a second.

NEWMAN: Second.

HUTCHISON: I have a second, any questions or comments? Those in favor signify by saying aye.

GROUP: Aye

HUTCHISON: Any opposed, no. Motion carries, we are in adjournment. Thank you all very much.

The meeting adjourned at 4:23 p.m.

Respectfully submitted,  
Dee Chekowitz-Dykes, Executive Assistant  
Department of Tourism and Cultural Affairs  
Nevada Commission on Tourism