NEVADA
COMMISSION ON TOURISM

Wednesday, March 13, 2019
1:00 P.M.

MEETING LOCATION:

Laxalt Building
401 N. Carson Street, 2nd Floor
Carson City, NV 89701

Las Vegas Video Location
Division of Tourism – Conference Room
4000 S. Eastern Ave. Suite 240
Las Vegas, NV 89119

Phone Conference Call Number:
888-363-4735
Access Code 4878739

NEVADA COMMISSION ON TOURISM

NOTICE OF PUBLIC MEETING

Regular Meeting of the Commission on Tourism
Wednesday, March 13, 2019 – 1:00 P.M.

MEETING LOCATION:
NCOT – Laxalt Building
401 N. Carson St. 2nd Floor
Carson City, NV 89701

VIDEO CONFERENCE LOCATION:
Las Vegas Tourism Office
4000 S. Eastern Ave. #240
Las Vegas, NV 89119

TELECONFERENCE NUMBER:
888-363-4735; Access Code 4878739

COMMISSIONERS

Lt. Governor Kate Marshall, Chair*

Cindy Carano, Vice Chair*
Herb Santos, Jr.*
Brian Krolicki*
Bob Cashell*
Richard Arnold

Phil DeLone*
Mike Vaswani*
Cynthia Mun*
Bob Stoldal

Steve Hill*
Denice Miller*
Pam Robinson*
Joe O'Neill

*Voting members

THIS MEETING IS IN COMPLIANCE WITH THE "NEVADA OPEN MEETING LAW" AND HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

Nevada Commission on Tourism, Carson City, Nevada
Legislative Counsel Bureau, Carson City and Las Vegas, Nevada
Nevada State Museum, Las Vegas, Nevada
Nevada State Library, Carson City, Nevada
Nevada State Purchasing, Carson City, Nevada
Las Vegas-Clark County Library, Windmill Branch, Las Vegas, Nevada
Reno Sparks Convention and Visitors Authority, Reno, Nevada
Websites: www.TravelNevada.biz and www.notice.nv.gov

STATEMENT OF THE COMMISSION

- Action may be taken on those items denoted "For Possible Action".
- Items on this agenda may be taken in a different order than listed.
- Two or more agenda items may be combined for consideration.
- An item may be removed from this agenda or discussion relating to an item on this agenda may be delayed at any time.
- Public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to 3 minutes at the discretion of the chair, and speakers are urged to avoid repetition of comments made by previous speakers.
- No action may be taken on any matter brought up under public comment until that matter has been specifically included on an agenda as an item upon which action may be taken (NRS 241.020).
- Meetings are audio-recorded as part of the public record. Speakers are requested to identify themselves before speaking.
- Note: Please provide NCOT with electronic or written copies of testimony and visual presentations if you wish to have complete versions included as exhibits with the minutes.

AGENDA

A. Opening

Call to Order and Confirmation of Proper Posting – Lt. Governor Kate Marshall
Roll Call and Determination of Quorum– Lt. Governor Kate Marshall

B. Public Comment

Public comment is welcomed by the Commission. A period of public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to three (3) minutes at the discretion of the Chair, and speakers are urged to avoid repetition of comments made by previous speakers.

C. For Possible Action – Approval of Minutes

Approval of the December 17, 2018 NCOT Meeting Minutes

D. Marketing Update

Fahlgren Mortine will present an update on TravelNevada's paid media initiatives, including an overview and current status of the FY19 media buy. Fahlgren Mortine will also review the highlights and outcomes from the FY19 buy that will guide recommendations for FY20.

E. For Discussion and Possible Action – Process, search parameters and timeline of the search for the Cabinet Position, Director of the Nevada Department of Tourism and Cultural Affairs

F. For Discussion and Possible Action – Review and Discussion of the Position Description for the Director of DTCA

G. For Discussion and Possible Action – Discussion of Tasks and Selection of Search Sub-Committee

H. Agency Reports

H1. Chair Report

Welcome and Introduction of Newly Appointed Commissioners

Pam Robinson – representing counties under 100,000 in population

Cynthia Mun – representing counties over 700,000 in population

H2. Division of Tourism

H2.1 Legislative Session Update

H2.2 Quarterly Staff Update (October – December 2018)

H2.3 Request for Proposals Update

H2.4 Rural Roundup Update – April 10-12 in Fallon Shari Bombard, Rural Programs Manager

I. Upcoming Meetings

June 19, 2019 -	Full Commission Meeting
September 18, 2019 -	Full Commission Meeting
December 11, 2019 -	Full Commission Meeting

J. Commissioner Comments

K. Public Comment

Public comment is welcomed by the Commission. A period of public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to 3 minutes at the discretion of the Chair, and speakers are urged to avoid repetition of comments made by previous speakers.

L. For Possible Action – Adjournment

The public may acquire this agenda and supporting materials, pursuant to NRS 241.020(2) by contacting **Dee Chekowitz-Dykes**, Executive Assistant, Nevada Commission on Tourism, (775) 687-0621 or by email to ddykes@travelnevada.com. Materials are available from the Nevada Commission on Tourism office, 401 N. Carson Street, Carson City, Nevada and online at www.travelnevada.biz

Persons with disabilities who require special accommodations or assistance at the meeting should notify Dee Chekowitz-Dykes at the Nevada Commission on Tourism at (775) 687-0621 or ddykes@travelnevada.com.

December 17, 2018
NCOT Meeting

Draft Minutes

For Approval

TRAVEL NEVADA
DON'T FENCE ME IN

MINUTES of the NEVADA COMMISSION ON TOURISM
December 17, 2018

The Nevada Commission on Tourism held a Commission meeting at 1:00 p.m. on December 17, 2018 at 401 N. Carson Street, Carson City, NV 89701 and by video conference to 4000 S. Eastern Ave. #240, Las Vegas, NV 89119

Call to Order
Lt. Governor Mark Hutchison, Chair, called the meeting to order at 1:00 p.m.

Commissioners Present:
Lieutenant Governor Mark A. Hutchison, Chair
Cindy Carano, Vice Chair
Don Newman
Herb Santos, Jr.
Brian Krolicki
Bob Stoldal
Denice Miller
Phil DeLone
Bob Cashell (1:09 pm)

Commissioners who are absent/excused:
Steve Hill
Richard Arnold
Mike Vaswani
Joe O'Neill

Staff present:
Brenda Nebesky, Deputy Director
Sarah Bradley, DAG

Guests present:
Adam Sacks, Tourism Economics
Jarrod Lopiccolo, Noble Studios
Chad Hallert, Noble Studios
Pam Robinson, Senior Policy Advisor

Roll Call and Determination of Quorum

HUTCHISON: Great. Well, welcome everyone. I'll go ahead and call the Nevada Commission on Tourism to order. And this is the time and the place for our meeting on

Monday, December 17, 2018. We welcome everyone in Carson City, in Las Vegas, and on the phone. Brenda, if you would please confirm our posting of notice for this meeting, as well as performing roll call and determine that we've got a quorum present. Please.

NEBESKY: Yes, sir. Lieutenant Governor Hutchison?

HUTCHISON: I'm here.

NEBESKY: Vice Chair Carano?

CARANO: Present. On the phone.

NEBESKY: Commissioner DeLone?

DELONE: Present.

NEBESKY: Commssioner Miller?

MILLER: Here.

NEBESKY: Commissioner Newman?

NEWMAN: I'm here in Carson City.

NEBESKY: Commissioner Hill? Marked absent, excused. Commissioner Santos?

SANTOS: Here.

NEBESKY: Commissioner Cashell? Commissioner Cashell? Marked absent, excused. Commissioner Vaswani? Marked absent, excused. Commissioner Krolicki?

KROLICKI: Here.

NEBESKY: Commissioner O'Neill? Marked absent, excused. Commissioner Arnold? Absent, excused. Commissioner Stoldal?

STOLDAL: Present on the telephone.

NEBESKY: We have a quorum, Lieutenant Governor.

Public Comment

HUTCHISON: Okay, great. Thank you very much. Let's go ahead then and move to Agenda Item B please, which is public comment. Are there any members of the public in Carson City who would like to address the Commission? If so, please come forward and state your name.

NEBESKY: I do not see any present.

HUTCHISON: Thank you very much. Are there any members of the public here in Las Vegas who would like to come forward and make any public comments to the Commission? We have none here. So, we will move on then to Agenda Item C, which is approval of the minutes.

Approval of Minutes

HUTCHISON: The members of the Commission had an opportunity to review the September 19th, 2018 minutes of the meeting. Are there any changes?

MILLER: Mr. Chairman?

HUTCHISON: Yes? Commissioner Miller.

MILLER: It's a minor change but if can have my name spelled correctly?

HUTCHISON: [laughs] That is never a minor change! Let's go ahead and have that name spelled correctly for the record and show Commissioner Miller properly spelled. Are there any other changes to the minutes that any other Commissioner would like to make? All right. I'm hearing none. Chair will accept a motion to approve the minutes.

MILLER: Thank you. Move to approve.

HUTCHISON: Commissioner Miller has moved to approve. Is there a second?

SANTOS: Second.

HUTCHISON: Just state your name. I can't see who that was.

SANTOS: Herb Santos. Herb Santos for the record. I second.

HUTCHISON: Thank-thank you, Commissioner Santos. Are there any discussions on the motion? Hearing none. Those in favor please signify by saying "aye".

GROUP: Aye.

HUTCHISON: Any opposed? Thank you very much. That motion passes unanimously.

FY19 2nd Cycle Rural Marketing Grants Recommended Allocation

HUTCHISON: The next item we will move to now is Item D on our Agenda. It is the Fiscal Year '19 Second Cycle Rural Marketing Grants, recommended allocation. Commissioners, we've got our packets in front of us that you can see and we've reviewed. Brenda, I'll pass the initial discussion over to you and then ask that you include anybody else that you'd like to for this purpose.

NEBESKY: Thank you. For the record, Brenda Nebesky, Deputy Director of Tourism. Today we'll present the second cycle of rural marketing grants as recommended by TravelNevada's Rural Programs Manager and the Territory Advisory Committee. Shari Bombard, our Programs Manager, will take you through those allocations.

BOMBARD: Good afternoon, Mr. Chairman and members of the Commission. For the record, my name is Shari Bombard and I'm the Rural Programs Manager for the Nevada Commission on Tourism. It is my pleasure to present to you the 2019 Second Cycle Rural Marketing Grant Recommendations. In this cycle we received 94 applications requesting $839,609 in funding. We were able to provide funding for 84 of these requests.

Typically, the Rural Marketing Program has twice as much dollars in requests as we have funding to award. I believe we received a few less applications this cycle due to the upheaval with Kari's passing and that applicants are choosing to apply for a cycle in order to make sure they have an entire year to complete their projects, as when they do second cycle they only have six months until June 30th. We were still forced to make almost $200,000 in cuts.

After the initial recommendations are made by staff, the Territory Advisory Committee meets and discusses each project in detail, as well as funding levels until we are able to reach a consensus. On November 2nd, nine members of the Territory Advisory Committee were present for the meeting in Las Vegas, either in person or by telephone, as well as a representative from the Attorney General's Office.

At this time I'd like to take a moment to introduce the Territory Advisory Committee to the Commission. We have Sue Barton, Deputy Director of the Lake Tahoe Visitors Authority and the Reno-Tahoe Territory Chair; Sherry Rupert, Executive Director, State of Nevada Indian Commission, AIANTA Board member, and Nevada Indian Territory Chair; Joni Moss, former Las Vegas Territory Chair who stood in for Earl Jobson, current Las Vegas Territory Chair; Candy Dolan, City of Fallon and Treasurer of the Pony Express Territories, stood in Dee Helming; Tom Lester, Convention Tourism Manager, Elko Convention Visitors Authority and Cowboy Country Chair; Marvin Minnick, Senior Print Production Manager for R&R Partners and Nevada Silver Trails Territory Chair; Don Newman, Executive Director, Elko Convention Visitors Authority and Nevada Commission on Tourism Rural Commissioner; Teri Laursen, Director of Sales and Industry Partners for TravelNevada; and myself.

These grant recommendations are being presented to the Commission with the endorsement of the Territory Advisory Committee. If you have any questions, I would be happy to answer them and then respectfully ask for a motion to approve the 2019 Second Cycle Marketing Grant Recommendations. Do you have any questions?

HUTCHISON: Ms. Bombard, thank you very much for your overview and very much appreciate your work as well as the Territorial Advisory Committee's work here. Let's open it up now for any questions or comments. Ms. Laursen, if you got anything you'd like to add or Commissioner Newman, if you'd like to add anything at all, this would be an appropriate time for both of you to weigh in, and then we can go to questions.

NEWMAN: For the record, Don Newman. I would just say that Shari's first attempt at going through this process led to some-some very in-depth discussions regarding all of the requests for funding. In my tenure with this Commission I've had the pleasure of working with Larry Friedman, Christian Passink, and Kari Frilot on this process and others. I have to say for Shari's first attempt at this, she was very thorough and came very well prepared. All of these requests were vetted very thoroughly and I would agree that everything as presented should be approved.

HUTCHISON: Thank you so much. Ms. Laursen, any other observations?

LAURSEN: Teri Laursen for the record. I actually concur with everything Commissioner Newman said. I was very impressed with Shari's work and how thorough she did her research and her analysis and she came with some awesome recommendations.

HUTCHISON: Wonderful. Thank you for your-your good work, both of you. Thanks to the entire, again, Advisory Committee. All right. Any questions here for Ms. Bombard or Commissioner Newman or Ms. Laursen, who was part of that process here with us today?

KROLICKI: Mr. Chairman, for the record Mr. Cashell has joined us.

HUTCHISON: Mr. Cashell, great to have you here. Thank you so much for being with us. All right. Any questions for any of our staff or members of the Commission concerning our recommendations for the Marketing Grant Program?

SANTOS: Herb Santos for the record. I didn't get a chance to do some calculations but I saw there were some folks that may not have been eligible or that had already made an application that had been denied. Of the $200,000 that was done in cuts, how much of that do you think were for programs that we would've funded had we had the funds?

BOMBARD: Quite a few of them, I think. There were definitely some that were denied with cause. But I think we probably would have had more projects that would've been able to be fully funded. There were ten that were denied. I can think of at least three of them off the top of my head that maybe we would've been able to give at least partial funding to, if not full funding if we had more money to do so. But yes, we did have to cut quite a bit, a lot of that was on projects just taking a portion out of them.

SANTOS: I've always been a proponent of trying to get more money in this grant process so that we could help as many folks as we can that are trying to do good things in Nevada to get tourists into the state. So, it would seem like this is definitely something that we should still be working on trying to increase the money in this budget?

BOMBARD: Yes. I would say absolutely. Especially when you take into consideration if you were to add first cycle and second cycle together. I know first cycle had some seriously steep cuts. I was very fortunate and that my first time I only had to cut $200,000. They had to cut a huge amount from first cycle. So, if you were to total those together it really is a large amount. I know originally I'm from Tonopah, and we really did leverage those marketing grants to a huge benefit to ourselves. Something that we would not have been able to do without them.

It's interesting for me to come in and now be the Rural Programs Manager and truly understand from that standpoint how important, how vital those funds are

for tourism in rural Nevada. I would say if you were to give us more money, we would spend it very well and still be able to do more good projects. It's not like we--"oh, we have money, let's throw it at any old project." Absolutely not. But we would definitely be able to make some huge changes in rural Nevada I think with some additional funds.

SANTOS: I'd just like to reiterate my hope that we can figure out a way to put some more money in that program so we can help more of the programs in Nevada.

BOMBARD: That would be amazing.

CARANO: This is Cindy Carano. I don't know if this is the time to talk about that but I was noticing the budget that we weren't able to talk about next year in our last meeting. But it shows that the Rural Grant Program is flat through the next biennium. I concur with you on that one. We need to work on that one. Other areas are going up, that is going flat.

HUTCHISON: Great. Thank you. Further comments from anybody else in Carson City before I come back to Las Vegas? All right. Commissioner Miller, please.

MILLER: I have a question. In those cases in which we're not able to fully fund the grant, do we have confidence that the recipient will with reduced funds either through other sources will still be able to carry out the objective of the grant so that we're not wasting money by providing a partial?

BOMBARD: Shari Bombard for the record. Absolutely. That is something that is taken into consideration with every single grant request. I think a lot of times they do apply for a little extra just in case they are cut. But that is definitely taken into consideration. In some cases phone calls are even made asking, "if you don't get full funding for this would you still be able to do the project?" I can think of four of those phone calls that I made just to ensure that. It is definitely something that is taken to consideration with each and every grant application.

MILLER: Thank you.

HUTCHISON: Good question. Thank you. Ms. Bombard, I think this is important for the record just for you to state what your experience has been with rural county tourism officials knowing about the Rural Grant Program and understanding that it's present and part of their resources through the state. I know sometimes that's been a question in the past. Maybe you can for the record and edification of the Commission let us know what your experience has been in that regard.

BOMBARD: Okay. Shari Bombard for the record. Awareness is actually something that we are currently working on to increase that as well. There will be a whole portion at Rural Roundup talking about the grant program, as well as at every territory meeting until Rural Roundup. I am doing a grants workshop directly after the territory meetings in order to increase understanding. There were several grant applications that I looked at that had mistakes made that if there had been more education, they wouldn't have made those mistakes. And at the end of the day when you look at them making mistakes based on not understanding the application, whose fault is that? That's my fault. That's something that I need to fix.

So, that is something that we are going to be doing at every territory meeting. I'm working with the territory Chairs in order to make that happen. Our first one will be January 25th in Tonopah for Silver Trails. But every single one will have it. And I'm also presenting at the Indian Territory Tourism conference they put on in April after Rural Roundup. I'll be presenting a grants workshop there as well. So, it is something that we are constantly working on to create that understanding. Half of them don't even know that it's here. So, we're working on it.

HUTCHISON: Good. Well, that's heartening to hear. I know that outreach is important and as you go to the different rural counties, some of them know, some of them don't. Kind of I think depends on sometimes how engaged they actually are in the tourism process itself and what the state has to offer. But that outreach is important and vital for many of those communities. Thank you. Any other questions or comments, members of the Commission, on this Agenda Item D?

All right. I'm not hearing any. The Chair will accept then a motion to award the balance of Fiscal Year '19 funding of $643,797. Let me state that again. Awarding the balance of Fiscal Year '19 funding of $643,797 as recommended in our Agenda Item D for Fiscal Year '19 Second Cycle Rural Marketing Grants.

CARANO: I move to accept.

HUTCHISON: Thank you. We've got a motion from Vice Chair Carano. Is there a second?

DELONE: Second it. Phil DeLone for the record.

HUTCHISON: Thank you, Commissioner DeLone. There's a first and a second on the motion. Is there any comment or discussion or questions on the motion? Hearing none, those in favor please signify by saying "aye".

GROUP: Aye.

HUTCHISON: Any opposed, "nay". Thank you very much. That motion passes unanimously.

Adam Sacks, Tourism Economics

HUTCHISON: We'll move now to Agenda Item E, which is a presentation by Adam Sacks on Tourism Economics. And we look forward to your presentation, Mr. Sacks.

NEBESKY: For the record, Brenda Nebesky. I'll bring Kyle Shulz to the podium, our TravelNevada's Research Manager, who will introduce Adam Sacks and the Tourism Economics Report.

HUTCHISON: Great. Thank you, Brenda.

SHULZ: Thank you, Brenda. This is Kyle Shulz, Research Manager for TravelNevada for the record. As Brenda mentioned, we wanted to share with you the results of the Economic Impact Study that was performed on our behalf by Tourism Economics. On the phone we have Adam Sacks, who will be presenting remotely. He is President of Tourism Economics and has provided several economic impact studies for national, local, and states' tourism agencies. He's also worked with many multinational hotel chains, resort developers, theme parks, that sort of thing on different marketing measures that can be taken to measure market opportunities. So, with that I will leave it to Adam Sacks, who again is on the phone and will present remotely. Thank you.

HUTCHISON: Thank you, Mr. Shulz. Welcome, Mr. Sacks. Look forward to your presentation.

SACKS: Well, thank you very much. Thanks, Kyle. It's been a pleasure to work with the state of Nevada this year. We work with probably close to 30 states in the U.S., counting Nevada among our clients over the last couple of years and this is our first Visitor Economic Impact Analysis for the state. And it was our design from the beginning to take a fresh look at this, compile data sources, to ensure the validity of past research as well as establish research moving forward on how valuable visitors are to the Nevada economy.

We started with a compilation of all available data sources, some of the same ones that have been used throughout the history of this work for the state. That includes server data on visitors to Nevada as well as tax data and hotel data and, of course, gaming data and then government data on jobs and income by industries from the Bureau of Labor Statistics and the Bureau of Economic Analysis. Also data from the U.S. Department of Census, all that rounding out.

The goal is to get a comprehensive view of who the visitor is to Nevada, what they spend, and then how does that benefit businesses? How does it benefit households? And how does it benefit both state and local government?

That's what I'm going to share with you today. I will endeavor to take less than 15 minutes of your time and take questions along the way as well as at the end. I think you have before you a copy of summary of findings. And I think Kyle is at the controls for this. If we just go ahead to the first findings page where it says "Tourism is a major contributor to Nevada's economy." These are the-the things that if we knew nothing else, these would be the elevator talking points on how important visitors are to the state. 56 million visitors who spent $40 billion in 2017. [inaudible] trajectory, it increased 15% since 2013.

A good way to think about how important visitors are to the state is in terms of jobs. One in four, or 27% of all jobs in the state are dependent upon visitors. And the taxes generated by visitors on a state and local level are the equivalent of over $4,500 in taxes per household. You can think about it in the sense that if it weren't for visitors, in order to sustain the same level of government funding in Nevada, households would need to pick up the tab to the tune of an additional $4,560 per household.

And if you go to the next slide that says "Visitor spending generates income, jobs, and tax revenue," these are just the high-level findings. This 39, almost $40 billion in visitor spending has an economic impact, $63.7 billion. What that is, is the full value that all businesses receive as a result of visitors. It includes the supply chain. So, for example, if I visit Las Vegas and I spend $100 on a restaurant meal that does benefit that restaurant industry. But it also benefits food wholesalers. And perhaps benefits the real estate industry if they're leasing space. It also benefits the financial services industry for buying accounting services. It includes all those ripple effects as dollars blow through the local economy. And that's the-the difference between that $39.6 and the $63.7 billion. Total employment impact, 458,000 jobs, generating income to households of $20 billion. And tax impact is $10 billion. These are the high level findings.

If you go to the next slide, it's an assembly of growth since 2013. You'll see visits have grown 8%. Visitor spending, 14.5%. And employment generated by tourism I think is 5.1%. What this tells us is that not only does [inaudible] growth but the yield per visitor has also been increasing over this period of time, which is why the spending growth is higher than the visits' growth.

If you move ahead to the trend analysis, couple of slides forward, Trends in Nevada Tourism, it summarizes there's a growth since 2013. You can see in 2013 visitors spent $34.6 billion and then that's grown from 15% since then to $40 billion. It's actually been growing for eight straight years. So, this has been a long recovery since the great recession. Year after year growth. It's perfectly normal for employment to grow at a slower rate because both as the prices increase faster than jobs and also productivity increasing for employee over time. So, that 5% growth is healthy and-but in a reasonable context relative to spending increases. One thing to note in 2017 is that while spending increased 2.4%, visits were flat year to year from 2016. And so, all of the gains in spending were on a per visitor basis in 2017.

The next slide is a donut chart filling the distribution of visitor spending. I think the key take-away from this is that many different parts of Nevada's economy benefits from visitors. It's not just the casinos. For example, $4.6 billion in transportation alone. And that's local transportation. Another $1.4 in air transportation. And so, the distribution recalls all these different sectors, be it retail or recreation or restaurants, and of course gaming and lodging. All benefits areas of [inaudible].

The next slide breaks this down by the type of visitor. Particularly domestic and international. If you look at page 14 and one thing to point out is that international visits, they're [inaudible] of all visits. So, of the 56 million visitors to Nevada, about 6 million were international visitors. In terms of spending though, because international visitors spend so much more--in fact, about twice what domestic visitors spend--they represent nearly 20% of visitor spending. And so, international visitors are absolutely vital to the health of the Nevada tourism economy.

Moving forward to the economic impact, this is where we analyze--once that $40 billion gets spent, how does it affect the rest of the economy? Introduction and definitions, I won't spend a lot of time here. Just but just to point out on the flow diagram that you see there that we're measuring three levels of impact. There's the direct, the indirect, and the induced. The direct is that initial round of spending, that $40 billion. The indirect is the affect to the supply chain. That as those businesses that receive revenue from visitors have to purchase in parts into their production, be the goods or services locally from Nevada companies. That's the indirect impact. But in the induced impact is the impact of wages earned as a result of visitors that are then spent in the local economy.

One way to think about this is in reverse. If it were not for visitors, what would happen? Well, not only would that $40 billion not be injected into the Nevada

economy, but those businesses would fail that are serving the visitors and then they would not purchase from other businesses. Then the employees of those businesses would not be earning incomes and therefore would not be able to spend at grocery stores or car dealerships. All right. So, this ripple effect is very real and needs to be measured.

If you go to the next slide, you can see what this looks like in numeric form. The direct column--this is a four column table. Business sales impacts one of two is that spending by visitors, $39.7 billion. Really measure the indirect and the induced impacts, tracking the flow of those dollars to the other industries. And one of the things that's striking is that every part of the Nevada economy benefits from visitors. For example, the construction industry. You could see three indirect and induced channels benefit to the tune of $1.5 billion total. If you would take visitors away from the Nevada economy in 2017, there'd be 60-nearly $64 billion in economic activity that would be forfeited.

I'm going to show you this for a couple of different concepts. And, of course, you have access to this report as well and happy to take any questions. But I won't spend a ton of time on each individual slide. The-the next one just shows in graphical format the-the same data. And you see, of course, the lodging industry, which includes the gaming sector, the largest industry in terms of where visitors spend their money. But after that is the finance, insurance, and real estate industry because through those supply channels and income channels they receive so much economic activity as a result of visitors. Followed by retail and recreation and entertainment.

From there we look at GDP, which looks at only the value added of those industries and the same concepts there in table and graphical format. Kyle, if you could just keep going to employment and we'll focus there for a few minutes. And you'll see on the table that once we include all of the indirect, induced channels, the economic impact of visitors generates 458.7-I'm sorry, 458,000 jobs. Nearly 459,000 jobs. That is 27% of all jobs in the state. You look at the same data on the graph on the following slide, again, you see the lodging. But then followed by food and beverage, the restaurant industry, where there's a significant number of jobs that are supported by visitors.

And then lastly, if you go to the next slide, we see the same thing for personal income. Structured the data in the exact same way. Households received $12.7 billion in personal income directly. But including indirect and induced impacts, households received $20 billion in 2017 as a result of visitors.

Then if we could skip two slides ahead to tax impacts. There's a summary of how government benefits from visitors to Nevada. Total taxes of $10 billion in 2017. Roughly evenly split between federal and state and local. State and local $4.7 billion and we broke that up by type of tax.

Then I'm going to end with just a few slides trying to put these numbers into context because we recognize that these are very large numbers and they need context to really become more relevant and effective in helping people understand how important visitors are to the Nevada economy. One way to do it is to look at what the unemployment rate would be if it were not for visitors. And that the slide that has two horizontal bars there for income employment that the first thing that we note is that the unemployment rate in Nevada's about 5%. If it weren't for tourism, it'd be 36% if the same number of people lived in the state.

Now, I mentioned tourism represents about 27% of employment. It represents 22% of income, which is-which is interesting because it tells us--because those percentages are relatively close, it tells us that the average income within the tourism industry is fairly close to the state average across all industries.

On the next slide what we're showing is what percentage of employment in key industries is generated by visitors. So, 85% of all employment within lodging and casino industry is generated by visitors. 69% of the recreation industry employment is generated by visitors. 44% of the restaurant industry, 21% of retail, and in total, again, 27% of all jobs supported by visitors.

Then the very last slide that I have for you is a few other ways to think about these numbers in context. Now the first, $109 million every day spent by visitors to Nevada. The second, the number of jobs sustained by tourism. It's nearly double the population of Reno in its entirety. In terms of taxes, that's $4.7 billion in state and local taxes. It would cover the starting salaries of nearly 124,000 state school teachers. And then lastly, that $20 billion in household personal income that's generated by tourism, it's the equivalent--if you would spread it out over all households in Nevada--of $19,500 per household. So, with that, I will stop there and would be happy to take any questions you may have.

HUTCHISON: Mr. Sacks, thank you very much. Great work and I'm grateful that we've got this kind of information, particularly because we got a legislature that's going to be convening soon. Why don't we start here in Las Vegas. Any questions in Las Vegas or comments from anyone here in Las Vegas? I'll just start by asking you to flip back if you would to your International Visitor Presentation. I'd like to have just a little more comment on that if you would.

We actually have an Agenda item later in the meeting that addresses this idea of international visitation. I wonder if you could give us a little bit more meat on the bone in terms of how important international visitation is to the great state of Nevada. I noticed that the visits for the international markets are down slightly since 2013. Just a slight downward trend. But we've got international spending is up, as is per traveler spending. And we've got a slight decline it looks like in visitation from Mexico, but it was offset by Canada and the overseas market. Maybe you can spend a little more time giving us some insights and some of your findings in your research on that international visitation subject.

SACKS: Sure thing. Well, the mix of visitors has really defined the performance over the last five years for Nevada as you know. The volume of visitors has been relatively flat while spending by international visitors has gone up. That's primarily because there's been good growth in the overseas market, which are higher yielding markets where it's been very uneven performance out of Canada and out of Mexico. You know, for three years, Canadian travel declined in [inaudible] starting 2014 and followed by 2013 and 2016. So, those Canadians visits have certainly hurt the volume numbers but not the spending by as much because they don't tend to spend as much as say, visitors from Europe or from Asia.

And so, that's one of the defining things. I think over the last-over the-particularly over the last year and a half we've seen the U.S. losing market share internationally. And while there have not been major losses in international visitors, we underperformed international travel globally. So, for example, in 2017 international travel to the U.S. grew about 2%. And that was in contrast to international travel around the world increasing 7%. I think there are a number of-number of reasons for that. A stronger dollar over the last few years has certainly been a headwind. We also hear from our clients, particularly our overseas clients, that there is a sentiment issue where unpopularity of I think particularly the rhetoric, but also some of the policies coming out of the White House and its effect on diplomacy and how that's played out. It has affected sentiment in a negative way, that seems to be a headwind as well in terms of people and interest in traveling to the U.S.

What we have seen over the-this last couple of years is that destination marketing is more important than ever in the midst of those challenges, whether they be price and exchange rate challenges or political challenges. The importance of getting the message of welcome out is particularly important in terms of maintaining the U.S.'s position globally. Those are just some quick thoughts. Happy to go into any of those points in more detail if you'd like.

HUTCHISON: Thank you. That's very helpful. Just wondered, did you get into the details enough and the granular analysis enough to understand what impact those two major factors that you say play in the decline of the international market in the United States, that being the stronger dollar and sentiments coming out of the White House, how that's impacted Nevada in particular and what we could expect with any change in either one of those factors?

SACKS: We haven't looked at the individual effects of those things. We do have data by country of origin for travel to the state and, you know, happy to ensure that Kyle has those latest figures and that would be happy for those to be shared with you so you could look at the individual markets and how they're performing. We're just finishing up our analysis for how 2018 is shaping up and I think 2018 by early indications, it's going to look similar to 2017 in that it looks like there's still some marginal growth that we're going to experience at least at the national level.

However, one of the big changes that we're seeing in 2018 is that key emerging markets that have typically given off double-digit growth every year have basically hit the brakes and are not growing at all and in some cases declining. So, the China travel to the U.S. appears to be flat year to year. That's a huge change from growing over 20% per annum and, you know, on average every year over the last decade. The same will be true for Korea. Also about flat in 2018 after posting growth in the double digits per year over the last decade.

Some of those changes are concerning, but I think it is a call to action in terms of ensuring that the message of welcome continues to reverberate and counteract some of the challenges in the marketplace.

HUTCHISON: Mr. Sacks, thank you very much. Are there any questions, comments from Carson City Commissioners? Just go right ahead and identify yourself.

NEWMAN: Don Newman for the record real quick. I just think timing is everything, and I would love to see as a parting gift from you, Lieutenant Governor, this presentation given to our friends down the street at the legislative building. Every incoming legislator needs a copy of this report to enhance or explain the value of tourism to our state. I don't know that it's always understood just how valuable--although we are the-the leader in the industry, there's no place like Nevada.

Certainly these numbers represent a tremendous amount of our state budget, our state livelihood, and should be shared with each and every one of those

incoming members. In addition, our friends with Noble Studios are here. This would make a wonderful website piece. You've probably already downloaded it onto the website, hopefully it's there. We need to sing this song and we need to sing it loud and clear.

HUTCHISON: Thank you, Commissioner Newman.

KROLICKI: Mr. Chairman it's Brian Krolicki. Every time I look at you and Commissioner Newman I'm getting sad though,

NEWMAN: [laughs]

KROLICKI: --we'll save that for later. But if I might just take Commissioner Newman's comments and make it even more precise for the task next door. You know, one of the numbers that we've always used, ROI, and it's very helpful. I mean, you're going to go fight for a budget. You're going to defend the funding that we have and the allocation of the room tax, et cetera. So, I think intuitively certainly people know tourism is important and these facts will be crucial to the foundation of the argument. But we still have to wrestle budget.

Brenda, I don't know if that's your charge or, whomever as you go over there. We've always had a metric of the dollar per spending in NCOT. You know, what's the bang for the buck, for lack of a better term. And I've seen it, you know, for every dollar it's $35 in return. But it would be interesting to see, Adam and thank you for your presentation, but if in some of your tabbing of some of this information, if there's a way to blend in, the budget that you've had and some correlation of the commensurate return on that investment. Because that's how, in my opinion, you need to go tackle the money committees and others. If that's possible, I don't know if that's a question to you, Brenda, or to Adam.

NEBESKY: Brenda Nebesky for the record. The Tourism Economic Report has greatly informed our Lodging Tax Ecosystem Report, which is also going to be presented to you today. That is the main tool and resource we plan to use in the legislature to defend tourism as an economic engine. Instead of defending a one-to-one ratio for how we affect the economy, this demonstrates how lodging tax affects every community throughout the state.

Later in this very meeting Kyle will walk you through the Lodging Tax Report, which I think is our first one. It's the 2017 report. 2018 report will be available soon and I really think this is the key resource that we'll be using with legislature

to inform them better about how tourism is vital and the details of how it affects rural communities as well.

KROLICKI: Mr. Chairman, if I might continue.

HUTCHISON: Of course.

KROLICKI: Brenda, totally get that and accept that. But, you know, the attention span of a new legislator in 120 days is brief. The more precise we have the better. For any dollar that they are looking to divert to some other project that would've otherwise been dedicated to the authorized budget for NCOT, you know, that might be the expense of $35, whatever that number is. And if it can't be done, I accept that.

But again, that's a metric that we used to use. But it just seemed to make sense to make the argument, if you go ahead and divert it there, that's going to cost you $35 over here, which could eventually be used to fund the very things that you're looking at. So, again, just a humble suggestion in a very difficult time when you wrestle things through the legislature.

Question back to you, Adam, if I might. Where are we speaking to you today? Where are you?

SACKS: I'm outside of Philadelphia. That's where we're headquartered.

KROLICKI: Good for you. So, we're not getting you into after-hours yet.

SACKS: No.

KROLICKI: You know, I think context is also important, so it's nice to see in the last four or five years visitor spending increasing. But how are we doing? Is there any way to put Nevada in context with Florida or Texas? You know, it's important again to demonstrate that what we're doing is good. I mean, good economy and strong tourism economy for the United States lifts all boats. But how are we doing relative to other tourism heavy markets across the country?

SACKS: That's a good question. It is interesting, I would say that because of Nevada's gaming and the expansion of gaming around the country, you know, that's even accelerated over the last five years, that has been a headwind. So, the fact that Nevada has grown during that period I think is noteworthy in itself. Anecdotally, I haven't done the analysis, but anecdotally I'd say that it's a mix of destinations that have outperformed Nevada over the past year and those that

have not performed as well. If you'd like, we'd be happy to put together a benchmarking for you that would look at a number of states with whom we've worked if the data is public, so we're not sharing anything out of turn. Happy to do a comparative analysis growth.

KROLICKI: It's Brian Krolicki. I'm not sure if I want to throw that extra homework at you. But the fact that you do this around the country, I thought maybe you'd had some intuition on how we're doing. But I'll leave that to Brenda and her team to decide how they want that. We're competing against some extraordinary other venues and states and cities and places to have fun and it's just nice to see how we're tracking versus perhaps some of these competitors, in a friendly way. Thank you.

SACKS: Thank you.

KROLICKI: That's it, Mr. Chairman. Thank you.

HUTCHISON: Thank you, Governor Krolicki. Any other questions in Carson City in the members of the Commission?

SANTOS: Herb Santos for the record. In reviewing this report. I think everyone [inaudible] when we go down to Carson City, but on page 25, to me, that was the most compelling part of this presentation. And that is, if we didn't have this revenue from tourism, every household would be taxed an additional $4,500. I think in talking to legislators they're going to be concerned about their constituents. And you can tell them that what we're doing is saving the people that put them into office $4,500 every year in additional taxes.

To me, that is a very important factor that really sort of puts everything into perspective as to what we have to continue doing, what we have to grow. Because we're basically helping families keep more food on their table. And so, I think that's something that should be very much emphasized down the street.

HUTCHISON: All right. Commissioner Santos, thank you very much. Any other comments or questions coming from the commissioners in Carson City or anyone on the phone?

STOLDAL: Bob Stoldal has a couple of questions.

HUTCHISON: Commissioner Stoldal, go right ahead.

STOLDAL: First of all, just a comment. I've only been in Nevada since 1957. But I am shocked to hear that we have to convince the state legislature that tourism is important in Nevada. But just a small point. Are these numbers adjusted between 2013 and 2017 for inflation?

SACKS: They include the effect--but these are nominal prices. But they're the prices in each year.

STOLDAL: Okay. You do play call to action a couple of times and you pointed out China flat where we've had double digit gains, and the same thing with Korea. A two-part question: are there any other large numbers like that that we need to be aware of from other countries? South America or Europe?

SACKS: Yeah. Brazil. Brazil bounced back nicely last year as its economy came out of recession. And that's continuing into this year. As Brazil goes, goes South America. In terms of Europe the big concern this year is Germany with the showing declines of more than 5% for data through the fall of 2018. But other major markets such as the U.K., France and Spain are actually holding up pretty well.

STOLDAL: Your reference to the White House and wrestling with the idea that we [inaudible] some phrase like it that they're welcome in the United States. It's-that wouldn't [audio cuts out] welcome.

SACKS: Yes indeed. I think that's a key part of the message. Because the "America first" rhetoric and how that plays out in terms of, you know, anything from involvement in the Paris Accord or NAFTA or, you know, building a wall, regardless of how you feel about any of those issues and the way that they're approached. The way that they're taken by international visitors is, "Okay, America's not as welcoming." Of course, there are many creative ways to combat that but marketing agencies are more qualified to do that than I am.

STOLDAL: Sure.

SACKS: I think it becomes paramount that that message can continue to go out from Destination Marketing Organizations from around the country.

STOLDAL: Well, I have a future more generic question. Are any of your clients planning or have any concern about all this talk about a recession in 18 to 24 months impacting tourism?

SACKS: Yeah. Every last one of them. But still, I think that this is something we talk about quite a lot [inaudible] on the economy. And I could speak to it for longer than you have. But I will just say that right now if you take the odds of a recession in 2020 of 35% and that's the reason that we see it as presenting itself then it's because you get the downside effects of the tax reform and so it is the spending bill. We don't get the benefits of that year into year as you get to 2020. And at the same time that government debt rising and interest rates rising [inaudible] through 2019. That's why generally there is a concern about 2020. We think it's far from an inevitability though.

So, yes, it's a thing to watch. But as you look at the high frequency data there's nothing in it that's telling us right now that a recession is around the corner. Even the yield curve is not at a point of concern right now. You know, there are different things that could trigger this. I think if we saw a solid 10% 2020 drop in the S&P [inaudible]. But these are all things that, you know, again are not foregone conclusions. So, we would not be in the camp of predicting a recession in 2020. But the reality is, you know, this is something you watch over a period of time as indicators present itself, that's where it's really going to present itself.

STOLDAL: So, my last question is, if there is a recession, does that impact U.S. visitors or visiting from U.S. visitors or from international visitors more?

SACKS: Hm. Well, of course, it depends on where the recession is. You could have a U.S. recession that would not necessarily reverberate out to Europe or Asia. And in that case, then it would be primarily the U.S. market that would be affected. So, it does depend on where you saw the economic pullback. If it were a global recession, what we'd generally see is a bigger impact on international because it's a higher ticket item and what it tends to do is internalize travel within the U.S. domestically. Americans who might have taken a trip abroad would therefore in a time of recession take a trip domestically. What we usually advise our clients to do in economic downturns is to bring their marketing media a little bit closer to home where the travel expense and perhaps the length of stay is not as great and get higher yield there, even if you're in the midst of a recession.

STOLDAL: Thank you. And thank you, Mr. Chairman.

HUTCHISON: All right. Thank you very much, Commissioner Stoldal. Any other questions from anyone on the phone or any of the members of the Commission? All right. I'm hearing none. Mr. Sacks, is there anything else that you would like to present to the Commission or does that conclude your remarks now?

SACKS: That's all I have for you today. Thanks for everyone's time.

HUTCHISON: Okay. Thank you very much Mr. Sacks. You've been very helpful and a lot for us to think about and use with policy makers and decision makers about who funds us and what priorities the state places on tourism. So, thank you very much for your time and for your-for your efforts.

SACKS: My pleasure.

HUTCHISON: Thank you very much. Mr. Shulz, any other further remarks or Brenda, anything else on this agenda item?

NEBESKY: I don't believe so.

Noble Studios – Update on TravelNevada.com

HUTCHISON: All right. Well, then let's move us to Agenda Item F, which is Noble Studios' update on TravelNevada.com. Brenda, please start us off.

NEBESKY: For the record, Brenda Nebesky. As you know, we contracted with Noble Studios last July as TravelNevada's web and digital developer. Since then, the Noble team has undertaken a discovery process to identify and prioritize site improvements with site customization being one of the end goals. Noble Studios CEO Jarrod Lopiccolo is here to show you some of those findings and enhancement plans for 2019.

LOPICCOLO: Once again for the record this is Jarrod Lopiccolo, CEO of Noble Studios. With me today I've got Chad Hallert, our VP of Performance Marketing. We're going to take you through what we've been up to for the last couple months.

When we first engaged, we do what's called a discovery finding. When we do a discovery findings, we kind of look at the initiative that we currently have on us, which is to look at TravelNevada.com and sort of understand the landscape. Not just from a build standpoint, but from a user engagement standpoint. And then sort of all the numbers you guys were just learning about around travel and tourism and how it's up, how are we capturing that? How are we creating a baseline? And so, therefore, we can build upon it.

In that process we align to your guys' mission, right. So, "Effectively promote statewide tourism to enhance the economic vitality of Nevada." Through that we use the lens of looking at your strategic plan focus, which is "Increasing

overnight visitation to the state of Nevada through travel and tourism activities." So, with that, we create a few key-what I like to call focus areas, right. So, one's traffic. One's performance. And one is engagement.

When we look at traffic, we look at things like searchability. With Google and other search engines we make sure that you guys are showing up on page one for certain key terms that people are looking for. Then when users actually come to the website, we look from an ADA standpoint. We want to cast the widest net and we want to make sure that the most amount of people can actually view the website.

From a performance standpoint we look at mobile. Mobile you'll see later. Chad has some good data on mobile in that there's quite a bit of traffic that's coming from mobile. We want to meet users where they're at, right? Then when they actually engage, whether it's through a mobile device or it's on your desktop, we want to make sure that the site is responding incredibly fast, right? And there's lots of ways that we do that. Once we know we've got the users then we work towards an engagement aspect. So, useful, right, content. So, we want to look at--is this content that they're surfing, is it relevant? Is it what they're actually searching for based on how they got to the actual website?

Then the final thing, which is really important and it's kind of where the industry's going, is about personalization, Are we making sure that we're using geo and we're promoting maybe content that's based on where they're located in Nevada? Or are we making sure to separate a new user who's a first time visitor to TravelNevada.com, versus a returning user that's visiting TravelNevada.com. These are the sort of focused areas or the lenses that we use to inform our discovery.

Traffic. More than 80% of prospective tourism customers start their research on the internet. And if you're like me or others, you're going to do that in a search engine. We went ahead and looked at your guys' current landscape. There's two ways to look at traffic. Traffic one is organic, which shows up based on your relevancy, how much key words you have, how much topics you have around this discussion. Then there's paid, right. Paid is where you're actually paying for traffic. The downside obviously of paid is that once you pay and they come, you have to do it again and again and again. So, our goal is to get to as much organic traffic as possible that also converts at a higher rate.

Organic traffic is more relevant traffic. Users have higher intent and so, therefore, they convert better. If you sold widgets, you would want more organic traffic buying those widgets than you want paid traffic because it's just

better. So, right now we do a baseline. Krolicki mentioned where's our baselines? How do we use that to grow from? Right now your current organic traffic in total aggregate it's about 18%. By design right now, because the site wasn't entirely set up for organic, we're spending more on paid so that we can make sure we're having that traffic come to us.

At the end of this year to get to 30% organic traffic without changing the amount that you're paying and then at the fourth year we want to get to about 50% of your traffic being organic. Again, higher converting traffic, you get it month over month over month when you don't-don't have to pay for it. Once you actually have that organic position, it's very inexpensive to maintain that position as well.

DELONE: What's your monthly budget for paid traffic?

LOPICCOLO: We don't manage your paid traffic. That's a Fahlgren--do you happen to have that, Brenda, by chance?

NEBESKY: Sorry. I feel like-I think it's something in the neighborhood of $50,000 a month. And it fluctuates.

LOPICCOLO: We've got some numbers a little bit later in our presentation that shows where we can offset some of that if that's something we want to do.

HUTCHISON: And just for the record that was a question by Commissioner Delone and a response by Ms. Nebesky. So, just remember to state your name if you would please.

LOPICCOLO: I think I'm throwing them off. This is for the record Jarrod Lopiccolo. All right. When we look at traffic we want to look at the intent of why people are coming to the website. So, you'll start to see with all the voice enablement, voice searching, our phones, speech-to-text, you know, people are starting to ask more human-centric type questions, right. So, question-based. How far is Las Vegas from Los Angeles? What is Nevada known for? Why Nevada is the best state to visit?

When we ask these questions, we're able to understand the intent of the actual surfer or the person looking to visit Nevada, for instance. We can guide them into specific areas of the site that match their search behavior and their intent.

To kind of anchor us back a bit to accessibility, Just over 8 million people in the United States have a vision impairment. These people might have to rely on

screen magnifiers or screen readers and might even have a form of color blindness. When we look at the site we want to make sure that, again, to capture those additional 8 million visitors that can be coming to the site. Not all of them will. How do we actually capture them?

When we did our assessment we used some tools that are online and we found that there was many areas of the site that can use improvement. This is sort of more or less a baseline as we discussed. This was done through July to about October. Since October we've actually gone in and made quite a few enhancements.

The header and footer of a website, sort of the navigation and the very bottom of a site, we have fixed that so all those global elements are now considered ADA compliant. Category listing, pages, it's a technical term, but for like, places to visit and things like that inside of Nevada, or places to stay, excuse me, those sections have now been fixed. Planning a trip page, which is an area that we're going to be investing in soon as we see a search demand that we're able to capture there, that's been fixed.

Then other types of key things, like navigation, and then image attributes. When we solve things for ADA we're also solving them for SEO. So, there's a two-prong benefit to this. And an example, there's been over 10,000 images that we've gone and we've added title and image attributes. So, not only would someone with a screen reader can see that this is a photo but it also is good for search engines. Think of Google image search. Off to the right our intent is to get to by the end of fiscal year a double level certification for ADA. So, we're pretty excited about the progress we're making there. With that, I'll toss it over to Chad for a little performance.

HALLERT: For the record, Chad Hallert. Let's talk about site performance. It's not enough just to bring traffic to the website. That's only part of the battle. We've got to take that traffic, those people we create awareness with, and convince them to make a trip to Nevada. Convince them to travel to Nevada. We need to do that through a high-performing mobile website.

If you look at some of the data recently, 60% of all destination searches come from a mobile device. In addition, a third of all leisure travelers say they are booking their trips on a mobile device. So, kind of the old model of research on mobile, when it comes time to transact, go to desktop? That doesn't work anymore. We need to make sure the mobile phone is easy to use and to use the technology that the ease that customers are used to for sites like Amazon and other ecommerce websites. That is one of the goals for us with TravelNevada.

How does TravelNevada currently stack up? Well, right now about 60%, 59% of the traffic to TravelNevada.com is from a mobile device. That's about on industry average. You're looking at about 60% for the DMO industry. If you look at the bounce rate. A bounce is when somebody comes to the website, they read only one page, and they leave. They don't engage further, they don't look at the partner pages for hotels. They just leave after that first page. Desktop is about 30%. If you look at mobile, mobile is approximately 60%. It has double the bounce rate. Which means twice the people are leaving without engaging the deeper content on the website. We want to help work with the TravelNevada team to correct that.

Why is that the case? Why is that data as it looks? One of the reasons is that it's actually the mobile site as it is today is not a full TravelNevada site experience. If you look at this example, on the left is a desktop website. You can see the hero image, the big image with the go home with more stories and souvenirs. If you look on the right, that hero image is actually gone. It's not there. Instead, it's being replaced with a "get outdoors" message from the bottom left.

In addition, if you keep scrolling down, there's multiple places on the website where content blocks that are on the desktop you can read and engage with are missing completely. This has been done to make the desktop site fit on the mobile site so that it's scrollable and you can read it. But it's come at the cost of offering great content. We're trying to open this content back up and make it readable to the user to tell the great Nevada story on every device.

And why do we care? You know, another reason we care is that search engines look to mobile device performance to rank websites. So, the better your site is on mobile, the higher it will rank on Google. Right now on mobile searches, TravelNevada.com is ranking for 200,285 key words-search terms. "Best date to travel to", et cetera. On pages two and three of Google, which we joke is the best place to hide a dead body--no one goes there--400,715 key words were ranked on page two and three.

If we were to rank each and every one of those key words for the TravelNevada website and move it to page one, it's almost 50,000 sessions a month worth $60,000 in media investment to buy that traffic. A huge opportunity to improve those rankings by improving the mobile experience.

Data shows that mobile speed, not only the mobile experience, but the mobile speed is critical to sales. There's a famous case study that showed if Amazon

were to get one second slower in their load time it would cost them $1.6 billion a year in revenue. The study shows that one second delay can cost 7% of total sales. We're not in the ecommerce business, but people are still looking at that website in order to review content, to transact, and then go to the partner website to book.

How does TravelNevada stack up? Right now, using Google tools, the mobile website shows it takes an average of 12 to 17 seconds to load across the country. Consumers want a website to load in three seconds or less. We've got a lot of opportunity to improve the site speed and make the site experience better on mobile.

The good news is we've already done some work on this. We've looked at key pages that get the most traffic and contribute the most bookings and actually lowered the site weight, the weight of those pages by 25 per second-25%, which saves the website two seconds of load time for each of those key pages. We're making progress towards that ultimate goal.

The site has to perform, but we also want to make sure that people interact with the content and engage with that content. The mission is to capture somebody's demand, bring them to the site, create a conversation with them, and convince them they want to travel to Nevada.

DMOs play a huge role in the vacation and trip-planning process. So, studies--this one is by DMA West. There's been several studies, show that 67% of web users increase their trip length by an average of 1.7 days. Almost two full days because of content they found on a DMO's website. It's a huge opportunity to influence the length of stay and the amount invested.

How do we create a more engaging website? First of all, we have to create a frictionless user experience. That's marketing jargon. But what it means is giving people access to content faster. You can see the down navigation on the left right here on the-kind of the center bottom. There's a huge white space. There's areas to advertise additional content that's timely and people want. We want to create a mobile-first experience as we mentioned. We don't want to take the desktop site and just shrink it. We want the mobile site to be thought of first and how the site's designed.

We want landing pages people enter the site on to be personalized. So, any of you versus me, we all have a different process we go through to book a vacation. We want to know what your process is. And make sure we're offering the right page. And finally, we want to take advantage of periodic activities.

Seasonal activities like skiing, golf, timely events, concerts, entertainment to capture that demand to drive it in. Right now there is that information. Really difficult to access and not used as a leverage point to create demand.

In addition, we have to be persuasive. We talk about persuasive design and persuasive content. If you look at the two examples right here on the left you've got what we call a listicle, or a list view. This is a ton of great information but if you look at it, it's not very inspiring. You got to scroll down, you can read a headline, maybe a summary line or two. On the right is an editorial approach to listing that same content. The way we design our content, the way we lay out the content and then putting content at the-the core allows us to get our message across much more clearly and to motivate people to travel. And then leveraging the beautiful imagery and video of the reason. Nevada's amazing. It's a beautiful state. So, there's images, there's videos, there's interactive content that can say a lot more than the written word can. How do we get that more and more into the website?

We want to talk about one other concept called personalization. The idea is people that access TravelNevada website, they're on different devices. They're on a mobile device, a desktop, a tablet. They're in different geographies. They're in San Francisco, Las Vegas, and the east coast. Maybe they've been to the site ten times. Maybe this is their first time. All of these factors give us signals to what they're interested in. What key word did they type into Google? These are all things we can see when they come to the website and modify the experience they have on the website. This is called personalization. 78% of U.S. internet users said personalization and personally relevant content from brands increases their intent to purchase. That's where we want to go.

We've already launched our first personalization experience on the website. On the left is the current website that new visitors get. The current standard website. The tagline is, "Go home with more stories than souvenirs." What we've done is used technology to understand if they've been to the site before, and if they have, acknowledge them as returning visitors and welcome them back. So, the message changes to, "Hey, welcome back. Ready to get off the road again?" Inspire them to take action.

In addition, we've realized they've already a lot of brand exposure at that time. They're coming to the website again. Let's take these articles that introduce them to Nevada and swap them in priority with planning tools. Let's get tools they need to plan an itinerary, to access the mobile app, to look at events in the region they want to visit. Let's get that front and center on the website to get them engaged. These types of experiences over time will be rolled out for each

of TravelNevada's custom audiences. International would very much get a different message than somebody domestic. This is where we're going and this is the first kind of experience we've launched.

Finally, we want to use the same model of testing-scientific testing to make the website better for everybody. On the left is the home page. We scroll down and you can see that kind of landscape view of Nevada at the bottom. It's very pretty but it's taking up important real estate, right? That's valuable real estate. We're now running a test for half the users of the website that actually get this version that's got seasonal, it's got snowcapped mountains, seasonal imagery with a, "Don't Fence Me In - sign up for our newsletter" campaign.

The idea here is we're running a test to see how many additional newsletter signups will we get with this strong call to action. And does it cost us anything negative on the performance of the website? We'll get scientifically valid data from this. It let's us know if we want to do it permanently. These types of tests each and every month will continue to iterate in order to do one thing – to get people engaged and to drive them to look at an actual stay at a hotel and visiting our attractions.

LOPICCOLO: Thank you. That was Chad Hallert. This is Jarrod Lopiccolo for the record. Exciting stuff right there we've been able to uncover just in the last few months. Part of how we engage with clients, and we have a long tenured relationship with our clients is to really establish that baseline. Really understand your customers. And we're doing that through things like what Chad mentioned, personalization and such.

After we've done sort of the discovery and findings, we're realizing the audience type or the-realizing what devices are on the frequency of their return, how long they want to stay on the website. We then start to iterate and build experiments like what you just saw. With that data though, we're able to identify net new opportunities and then apply those learnings.

And so, one of those that we want to take you through today is something about road trips, right. If you look at this sort of explosion of everyone posting and Instagramming around experiences, we have an opportunity right now to capitalize on that. Over the last couple years we've seen an increase and a rise in just the term, "road trip". So, when someone goes into Google and types in "road trip", there's a lot of competition around that term now because there's a lot of people that are searching for it.

What we found from January to November was that there was 60,000 or so in monthly search volume. What that means is number of users that are searching. 60.5 thousand people typed in "road trip planner". Then outside of that we also have 74,000 that also typed in "road trip". Now, out of the two of those, TravelNevada's not ranking for any of those terms. So, right there there's 135-ish thousand search demand that's out there. We saw this as an opportunity to say, "Okay, let's actually look at what you do rank for," which we do rank for "Nevada road trips". But there's more than we can actually own.

We do this sort of analysis. We then come up with some findings and some summaries. Around "road trips", we thought, "Well, this is opportunity to provide rich and engaging, robust visual layouts, prioritization of "road trips" based on the user's location. If you're in Las Vegas, you should see road trips that are near Las Vegas as opposed to up north that they might not have access to on their visitation.

Then in terms of "road trip map", which we also saw a large engagement, we wanted to create a more useful experience so that users can confidentially plan their trips from any device, explore alternative ways through Google Maps. And-and right now there's some issues around Google Maps wanting to charge for the instances, so we're looking at alternate softwares that we can use. We also want to explore options for offline use, right. We know that there's a lot of areas in Nevada that doesn't have cell coverage. How can we actually engage the user, entice them to go on a road trip, but then still be able to take their device with them with the relevant information they might need on that road trip? That's technology called progressive web apps, as opposed to an app that you would maybe download on your phone.

Then we want capability to customize and save road trips and then potentially share them out to others, right. Getting more people to see the experience that they're having in Nevada. From that we actually did produce a concept design we want to show you. We are not looking for feedback today. It's kind of a joke. But not really.

HALLERT: Prototype for—

LOPICCOLO: Yeah, it's a prototype. It's a working concept. And again, this is looking at all the data that we have out there, the personalization that we're running. When we start to see some statistical significance that will come from the AB testing, we're going to take those learnings and then incorporate these in the designs. These designs will change from what you're going to see. But just to give you an

idea of where we're considering, where we can take the design, and how we can better engage with users. We wanted to show you what we have.

Through lots of competitive research, again, we looked at best in class research on how they handle road trips, we wanted to anchor a user again with this sort of beautiful, contextual imagery. Some stats, right. "From 5,000 years ago to six feet under and 25,000 light years away is the Great Basin Highway." That might be that if you're in the proximity we might showcase that before we would showcase others.

You'll see as we scroll through there's a physical image on the right that anchors the user in understanding kind of where this exists in Nevada. We all kind of know our rural areas but people don't that come in and visit. We wanted to give them a visual that'll link over to an interactive map. And then you can start to see there'll be information here on the left that describes the actual road trip itself. All that will be really focused around not just tone, so we bring in the brand for TravelNevada, but it'll also be anchored in terms of search engine optimization.

Then you can see down we've got these really wonderful photos. These will be coming in from what they call UGC, user generated content. What we find that is when we're presenting imagery that we've taken it has less of an engagement than when we're seeing users that were in market taking those photos and sharing those. It's more authentic. So, you'll see there'll be some scrolling opportunities, some tagging opportunities to sort of build your own itineraries. And then you can see just other ways where we can start to explore, you know, presenting these road trips for Nevada. We'll talk about how long these trips will take, distance from your current location. Really trying to get users.

Then you'll see a big focus here. When there's lodging partners, our stakeholders, we really want to showcase them. This is gives us an additional lens to really highlight these stakeholders to show that we are definitely on their side and we want to present their amenities. You'll see down below you'll also have these little tiny tags here that actually show what state park we're in or what location we're in. Again, not just having the physical map view but also in text base as well.

And when you're in this, it's again more of that editorial, more immersive experience. You'll find people don't mind scrolling, right. It's when they're very direct, not exploring and they just want something immediate, you need to get those things where they call "above the fold", which actually came from print back in the days. But when they're actually in a more magazine editorial type

experience they don't mind scrolling. Especially when it's peppered in with beautiful imagery and items that are contextual.

So, this right here you can see, it'll just continue to scroll. We have ten of these road trips right now and hoping to maybe expand as we continue to build out. But this framework that we're going to build will be leverageable, not only for more road trips, but also some of these designs elements we're looking to bring into the overhaul of the website in the next couple months.

So, one last we have, down at the bottom we always have related road trips. So, we joke it kind of matches the "Don't Fence Me In" brand but this idea of "no dead ends". When we have someone that goes into the site we want to drive them to more areas within the site. It's a marketing tactic to not have dead ends in your website but it also kind of fits the brand with a little fun thing there.

That's kind of what we're looking at, you know, for this next iteration. It's one section of the site. We're taking all these learnings and then we'd be through the discovery phase and we're going to apply this. And before we start bringing in these elements into the rest of the site and overhauling it, we're going to make sure that it performs really well.

Finally the next steps are just really the timeline. You know, this is an ongoing engagement with us. You can see here we're looking to continuing to focus on CRO/personalization. We're looking to focus on the ADA compliancy and optimization. Hoping to get that done here in the next few months to be 100% in compliance. And then we're doing a lot of content auditing right now and forming what that content calendar's going to be looking like with the team. It's our first couple months with you guys but we found a lot of opportunities and we're excited to continue to evolve the site. So, any questions?

HUTCHISON: Great. Well, thank you both very much. Speaking of engaging, a very engaging presentation and one that was very interesting and I think meaningful. Thank you for your effort. My first question just very quickly is, are you or Noble the ones who takes on actually drafting the content or are you shifting content that already exists?

LOPICCOLO: Yeah, it's a combination of us producing the page prompts and the content working with TravelNevada's team. You guys have some great writers on there. So, as much as we can activate them to do that work we want to. But what you're going to get from us is really about identifying the prompts and looking at the search engine sort of lens of it and determining those search demands

and such. It can be a combination of us both doing it. But the best scenario is for us to activate your own internal staff to do that work.

HUTCHISON: Great.

LOPICCOLO: You have some great writers on there.

HUTCHISON: Great. Thank you. Let's go ahead and start with Carson City if we can. Commissioners, questions please.

NEWMAN: For the record, Don Newman. I have to say, when we did the RFQ process you came prepared. You had done your homework and you had laid a groundwork and you told us a story. At that point of a lot of things needed to be tweaked and flat out redone, and in two months, I'm so impressed with the fact that you hit the ground running and not just running but, man, you're running fast. You've done a lot here. This has captured quite a bit of where we were hoping to go. My hat's off to you. This was very good. And we're not looking for feedback but you're definitely headed in the right direction. [laughing]

LOPICCOLO: That was a joke. Obviously we don't mind. It's just hard when you present new designs, right, everyone has an opinion towards it and we want to take that in but not in this venue today. But no, and I would just say that for us I think in particular, we do work now more increasingly in the government space. We've worked for so many years in the private market and it moves fast. Our intent is to take those learnings and all that expertise and apply it here in the great state that we live in. You know, he's from a small town right here on the border--yeah, Topaz.

HALLERT: Topaz.

LOPICCOLO: I'm from Carson City. We have a personal invested interest also to make the state great and no longer do we feel like we have to defend the state when we go to California and other places. People are seeing why we're here. And so, we're ready to celebrate that. Yeah. Any other questions?

HUTCHISON: Other Commissioners in Carson City, any other follow-up comments or questions please? All right. We'll go up here to Las Vegas. Anybody else in Las Vegas?

Gentlemen, thank you again for a terrific presentation. We are, as Commissioner Newman said, very pleased with the progress you're making. I take it that everything you've set forth in terms of your plan of action and

through the next steps all is within the scope of your work and your contract with the state already, right?

LOPICCOLO: Yes, that's correct.

HUTCHISON: Okay. That's wonderful. Well, again, to both of you. We look forward to even more updates in the future as we see the progress.

LOPICCOLO: Okay. Thank you.

TravelNevada Logo Update

HUTCHISON: All right. That takes us off Agenda Item F now and will move us to Agenda Item G, TravelNevada logo update. Brenda, we'll start with you again.

NEBESKY: For the record, Brenda Nebesky. After the approval to make TravelNevada our consumer-facing name and emblem, our internal marketing team, including our art director and chief marketing officer, worked with the creative leads at BVK, our creative consultant of record, to refine a suite of logos. After review and input from the marketing subcommittee, the final recommended designs are in your packets. BVK, the TravelNevada marketing team, and the subcommittee feel confident this logo is a natural transition from the prior logo and easily incorporates the "Don't Fence Me In" tagline where appropriate. It's simple, clean, and modern. Yet the aesthetic is handcrafted and the way-finding symbols speak to the spirit of travel. We look for your blessing today before we implement the logo in any of the upcoming 2019 media and welcome your comments.

HUTCHISON: All right. Brenda, thank you very much. I know we've had a chance to take a look at these. We introduced this idea and have spoken about it in prior meetings. Commissioners, any questions or comments about the logos? Any thoughts? Looking for just a blessing here. This is not necessarily an action item. We've already done the action item last time. But just looking for comments and a little blessing here and a little bit of love.

STOLDAL: Stoldal for the record. I think the staff really came through with this. I really like the rubber stamp idea. Gives it sort of a western feel and I really like the "Don't Fence Me In" element of it. I think it's a great job.

HUTCHISON: Thank you, Commissioner Stoldal.

NEBESKY: Thank you, Commissioner.

HUTCHISON: Commissioner Newman?

NEWMAN: Don Newman for the record. I agree. There's a transition here and I think it goes well. The photo of the T-shirt, change the collar and I'd wear that shirt. [laughing] And even on the coffee mug, I think it plays out well. I agree. I think this gives us the representation, the "Don't Fence Me In" and can be used in our collateral as we move forward.

HUTCHISON: All right. Any other comments?

KROLICKI: Mr. Chairman. It's Brian Krolicki. If someone on the marketing subcommittee or Brenda, if you can just talk to me about the logo. It's appealing, the arrows, the "Don't-Don't Fence Me In," so I'm going beyond. The mug doesn't have a circle. Sometimes there is. I also love the stamp. The stars, open skies. But could you just describe the logo? Does that make sense?

NEBESKY: It does. For the record, Brenda Nebesky. We asked BVK to design a family of logos. As you can see, the full badge within the circle allows us then to use the tagline, "Don't Fence Me In," the way-finding symbols I referred to are the arrows that are directing travelers. I like to think the stars, Nevada, and TravelNevada is a guiding star, if you will.

We also have other logos represented in the packet. One of them with the mountainscape within the badge is to be used alternately when we can't always use the tagline, "Don't Fence Me In." It doesn't translate internationally. So, in those cases we might use the mountainscape logo. The smaller icon which doesn't feature TravelNevada or the tagline is intended to be used on merchandise. It's shown on the mug. It's whenever we can use that as a secondary logo in a space where we don't necessarily need a call to action.

And the fourth one, which is the full badge without the bottom part of the arc is the logo to be used in a space where it needs to scale up more horizontally. For instance, on a business card. We tried to have them design something that allowed a logo to be fluid and used in different mediums and allow us to not have to squeeze it or have it be too small in an area or unreadable. And it's also something that we think is a lot of fun to have more than one logo to use. We'll allow our partners to use the logo in different situations. The color palette is similar to the logo color palette we've been using. It references earth tones. Earth, water, sky. Just a little more refined. Are there any other questions?

HUTCHISON: Other questions at all on this agenda item? All right. Brenda, I don't know that we could do anything as far as an action item but you heard some feedback and I think for the most part people feeling good about the logos and we can give you our blessing unless there's any other comments or you're looking for anything else, I think you've got what you need.

NEBESKY: All right. Thank you.

International Market Advisory Committee

HUTCHISON: All right. That takes us off Agenda Item G now and moves us to Agenda Item H, a discussion matter on International Markets Advisory Committee. Brenda, we'll have you start us off and introduce the concept and then we'll begin our discussion.

NEBESKY: Well, the international markets, I think after some informal discussion with CVAs was introduced as an idea that we could form an advisory committee to oversee some of the activities within the Sales and Industry Partners team, potentially to include expenditures, programs, and country travel schedules, et cetera. It's on the agenda today for discussion to discuss the merits of creating an advisory committee.

HUTCHISON: Okay, great. Thank you, Brenda. We'll go ahead and open it up for discussion. I know up here in Las Vegas we've got some thoughts. We can go ahead and start with Commissioner Miller.

MILLER: So, is this envisioned to be a committee formed of our membership? So, a subcommittee that would report back to the full committee?

HUTCHISON: Right. That's a good question Commissioner Miller. Let me put a little bit of meat on the bones in terms of I think what the concept is here. It's very similar to what we already have with the marketing committee where we've got a subcommittee of members of this Commission who then consider the marketing aspects and issues, bring back a report then to the Commission, then the Commission would of course take action as a Commission after receiving a report.

The thought is here that there is importance of the international markets. I was glad that we have on our same agenda the Tourism Economics discussion where there really is going to be a focus. There really has got to be collaboration over the next several years and the foreseeable future with all the different partners, both governmental as well as private partners that we have on these

international markets. The Las Vegas Convention Visitor Authority, I think has a goal of 25% of travel tourism market to Nevada from the international market.

We've got Las Vegas Convention Visitor Authority, we've got Reno Convention Visitor Authority, we've got private partners as well who can collaborate with us and really make a good presentation, not only when we travel abroad but also when they come here for FAM tours and really get the Commission and Commissioners even more involved in that process.

And so, the reason this is timely is I think we've got about half a dozen RFPs that are going to go out for international marketing representation scheduled for the first and second quarter coming up in 2019. I won't be around then, but certainly would encourage the Commission to really discuss this, consider this, and I would suggest take action on it so that we can really have a group of specialists within NCOT who can help in this international market. A group who can bring expertise not only to helping develop the RFPs that are coming up and really evaluating the RFPs. I should say evaluating more than developing.

We've got people on this Commission that really have some nice international experience. As we all know, it's hundreds and hundreds of hours. the more expertise that we can bring to help staff and bring recommendations back to this Commission, it seems to me it would be an appropriate committee to consider very seriously, given how much we want to focus on international travel.

DELONE: Brenda, I have a couple of questions, if I may. Brenda, you are currently with TravelNevada, engaged with the larger convention and visitors authorities in the state, I would assume and the LVCVA on any international activity, so that if you have offices and you have a number of them you're looking for feedback from the LVCVA, Reno perhaps, and other key hotel partners to the effectiveness of those offices?

NEBESKY: Brenda Nebesky. That's correct.

DELONE: That's correct. To layer up another subcommittee at the TravelNevada level, I don't see the usefulness of that. You also are engaged with the marketing department, are you not? Or your marketing committee. You have a number of hoteliers and travel marketing alleged experts on that committee. Is that correct?

NEBESKY: Yes, we do.

DELONE: Right. I think Jennifer from our convention authority serves there with you. I understand that some of these international offices, their contracts are coming up for renewal. Could you describe for me what that process will be? Will they come and present their effectiveness to the entire Commission?

NEBESKY: Yes, they will. I'll allow Teri Laursen, the Director of Sales and Industry Team, to address that question.

HUTCHISON: Ms. Laursen, please, go right ahead.

LAURSEN: Teri Laursen for the record. I do want to mention that we already developed the RFPs and we go through the Purchasing Department. Each of our market managers who are responsible for all of our international offices, were tasked with looking for in-market rep firms that have an excellent reputation and are experts in their markets. Those names were provided to the State Purchasing Department who contacted all of them to tell them that the state of Nevada was going to be looking for in-market rep firms.

The firms had to register with the state because it's a new process now. It's all computerized. We had to provide members to sit on the review board. We have staff and the market manager for each of those markets. For example, the India RFP was released, and in fact, today's the deadline for the rep firms in India to respond. Their documents, responses, are submitted to the review committee. We have about a week to review everything that they are submitting. It's all graded or scored and the results are input. Then the top two or three will be asked to come and present before the review board.

Previously we used to go into the market and have face to face presentations. We're going to be doing them by teleconferencing. They're going to present to the committees that have been selected. The committee is typically a TravelNevada employee, we have the market manager, and we have another state employee not associated with TravelNevada. We also have somebody who's not involved at all but could be in the hospitality industry but having nothing to do with the agency itself so that we can have unbiased input and get a real feel for who's going to rise to the top.

HUTCHISON: Quick question for you on the RFP committees. To what extent does international experience or expertise play into membership on those committees? I think that's one of the things that we could integrate this advisory committee into in the future in terms of actually bringing people with international tourism experience on to those committees. Now, maybe you

already have that. But can you just address that? Because it sounded like it was more generic in terms of the analysis.

LAURSEN: Actually it probably was other than the in-market manager and you know, I'm serving on all of those committees as well. I think Bethany is involved also and she has international experience from a PR perspective. But the outside person not necessarily has that kind of consideration. I know the India RFP has been released and we have the deadlines for all of them.

We probably at this point, if we wanted to, go back in and submit for a different or another committee person to a be a part of that process, as long as they're not employed by the state or they're not part of a state agency so that we can get input from an additional person, if that's important. I'd have to talk to State Purchasing to see if we're too late in the game or if once it's been submitted it's done. I don't know. But we can certainly do that.

The other thing I can say, you know, I look to the Commissioners now as an advisory board already. Because you get the reports from our market rep firms at the Governor's Global Tourism Summit and you have reports quarterly anyway as to what we're doing. Obviously you are encouraged and invited to provide input and to ask questions and give us guidance. An addition to that, we do have in place, and will be replacing some of them possibly, but we have in-market rep firms who are absolute experts at what they do. We look to them to give us advice and suggestions on what we should be doing in those markets, both with a consumer perspective, from the media perspective, PR efforts, and what-have-you.

They give us advice. You all give us advice. Then we have our market managers who are in-house staff. They're tasked with staying on top of their markets. So, they have to become experts. And they take the recommendations and advice from our in-market rep firms and they come back and make suggestions and we lay out our market plan for the year. So, there's several layers already of what I perceive as experts at what they do, including all of you.

In summary, I feel like this might be adding first of all another layer, if you will. But also asking some people who are already very busy to come to one more meeting, to evaluate, and in some cases it could hinder progress. It could hinder some of the decisions that we have to make and you're always welcome and encouraged to provide input.

HUTCHISON: Let me ask you a follow-up question. What's been the opportunities in the past for members of the Commission to be involved in the RFP process for

international marketing efforts? I don't remember RFPs being specifically addressed at a Commission meeting or there being a specific invitation. So, when you say that the members of the Commission are free to participate, how do Commissioners know that there's actually a timeframe in which to participate and then how to get involved in that process? Or is that something we can do in the future to suggest?

LAURSEN: No. I do say that it is something you can do in the future for sure in the RFP process. And up to this point, it's really been more of a reporting process.

HUTCHISON: Yeah. Right

LAURSEN: We're in the RFP process now, and six of our contracts are up for renewal. So, you're right. We are in the process now. And I know at least one, possibly two, have already been released. But to go back, again, I would have to go to State Purchasing. As far as giving input and opinions and suggestions, that's always been a welcome thing from the Commission for the staff.

HUTCHISON: So, maybe one of the things that you're saying is what we need to do is give more notice to the Commission in terms of we're going through this process, here's the timeframe within which you could participate. Right here is how you participate. We want your international experience, your expertise, and we're opening this to the entire Commission over to do this. So, Teri, it sounds like that would be more of your preferred approach than forming another committee, is that what you're saying?

LAURSEN: That would be for me much better. And I'm happy to go back to Purchasing to ask if the RFP hasn't been released yet, can we modify the proposed committee?

HUTCHISON: Yeah.

LAURSEN: Because that's just a document that's been submitted to Purchasing and given their stamp. It's very likely or could be opportunities now for a member of the Commission to serve on that committee. The committee has to have a balanced number, so I'm not sure what that would look like. But if there are opportunities there then I'm sure we could communicate with the Commission and say, "We need one commissioner to serve on this RFP." There might be four left or five possibly. But I'm happy to do that. I'd have to reach out to State Purchasing and find out what the formal process would be.

DELONE: Brenda, I have a question, if I may. For Teri. I'm sorry. Teri, it's Phil DeLone for the record. How are you?

LAURSEN: Hi, Phil. I'm well, thank you.

DELONE: Good. Just a curiosity. So, your budget for the international offices is around $1 million a year I think and you have them all over the place. Congratulations. I'm sure they do a good job. But what kind of data do you use to actually gauge the effectiveness of those offices? I've seen a report about visitor counts to Nevada. Is it primarily based on that or is there some other layer of report card that you use?

LAURSEN: Well, I know Bethany can speak more to this. But there's also the social media aspect, consumer engagement that comes into play because the marketing plan laid out at the beginning of the year has a number of opportunities, including participation in specific shows so that we can get more operators on board to selling and promoting Nevada. But then there is also the social media piece. And then co-op opportunities where we combine both of those efforts so that we can drive more traffic to Nevada. Then quarterly, each of the offices are asked to report on the success of their promotional opportunities. To be honest with you, I don't know if you all get those international office quarterly reports.

DELONE: No. We don't.

LAURSEN: Is that something you'd be interested in reading?

DELONE: Sure. I'll read every word if you send it to me. [laughing] Promise.

LAURSEN: Okay. All right. Note to self.

NEBESKY: Brenda Nebesky. I believe Kyle could speak to the international visitation numbers. I'd also like to note that Kris Sanchez has agreed to be part of each of the evaluation committees for the RFPs. He was asked to do so when he was a Commissioner briefly. He isn't now that he's re-rejoined GOED. But he does have vast international experience. I just wanted to make note of that.

LAURSEN: And Teri Laursen for the record. Before you start, Kris is now fulfilling the spot where we have to have another state employee from a separate state agency. And he's agreed to sit through all of them. That meets the requirement that another state agency has to sit on the review board.

HUTCHISON: Okay.

LAURSEN: Yeah.

HUTCHISON: So, Sanchez will be on every one?

LAURSEN: Kris--yes.

KROLICKI: Mr. Chair? Mr. Chair, it's Brian Krolicki. Just for the record, I have been asked by Purchasing to be part of the India RFP which is January 8th. I think I've been drafted to be part of that process. Just for the record.

HUTCHISON: Oh, good. Okay. Great. So, Purchasing has already reached out to you then, Governor Krolicki. That's great. And then Mr. Sanchez will be on every one of those RFPs, is that right, Ms. Laursen?

LAURSEN: Correct. Yes.

HUTCHISON: All right. And yeah, he's got extensive international experience.

LAURSEN: Yeah. Right.

HUTCHISON: Okay, good. Any other comments, thoughts?

BRADLEY: This is Sarah Bradley for the record, Lieutenant Governor.

HUTCHISON: Yeah.

BRADLEY: I just wanted to clarify going back to the original question I think we had. So, the membership of the committee does not have to be only Commission members. I'm not sure if that was clear. So, if you look at NRS 231.200, the Commission can create an advisory committee to advise it on special problems of tourism. So, you'd be saying international markets are, you know, kind of a special area.

The Commission can create, just like on the market committee--and I think Commissioner DeLone mentioned that there's a member in his office that's on that marketing committee. So, the same kind of thing can occur. If there's people that are not members of the Nevada Commission on Tourism, that doesn't prohibit you from putting them on there. It just would be something we would do again as an action item. And today it's not an action item but it can be in the future.

The other thing I wanted to say just briefly with regard to the purchasing process, it's my understanding that Purchasing is the one that creates the committee to review the RFPs but they do try to get expertise in the area for the RFP. There's requirements that I believe a majority of the members of that committee have to be state employees and they also have to include another using agency, which is why we're mentioning Mr. Sanchez.

That helps and certainly they do create that. It's my understanding if we say to them, "Hey, we have some Commissioners that are interested," it's not that they don't want to include people that are interested. They just have to have those names. I'm sure they'd be willing to work with us on that. And as Ms. Laursen said, it just depends on where we're at with the process. But there are rules regarding it. If anybody wants more details we can give them that later. Because I do have more information on that if it's needed.

HUTCHISON: Great. Very helpful. Thank you very much. Any other comments? Any other observations, discussion points on this subject? I think that one of the thoughts here was it would be beyond even the RFP process. It would be to help with you know, aspects of international marketing. Various aspects of international relations even helping with Brand USA at the Commissioner level. And as we know, a lot of these international markets love high level government involvement.

One of the ideas was can we get the Commissioners more involved in engaging with Brand USA and engaging with FAM tours, engaging with our tourists internationally that we've taken before. So, it would kind of give you a little more global view broadly beyond the RFP. What do you think of that, Ms. Laursen? And even efforts to attract, you know, international sporting events or just various things we could do.

LAURSEN: You know, I see pros and cons. Actually bringing in international sporting events I mean, that would benefit the entire state. So, why wouldn't that be a positive thing? I think opening lines of communication as I know we do reach out to the RSCVA and the LVCVA and Elko and some of the other outlying areas. I love having those working relationships. And they've reached out to us and we have a much better working relationship than we had in the past.

When there are FAM opportunities, we are reaching out to those people specifically. I don't know if I were to pick up the phone and call Herb Santos, for example, and say, "I have a FAM group coming through. Can you get me rooms in wherever?" I don't know. Would that work? Is that the kind of involvement you'd want?

HUTCHISON: Or would it be beneficial with those FAM tours to have—

LAURSEN: Somebody show up and maybe greet the group.

HUTCHISON: Yes, exactly. Commissioner level.

LAURSEN: That would be awesome.

HUTCHISON: Right.

LAURSEN: I think that's a positive thing. Invite the Commissioners or a Commissioner or whatever to join us for a breakfast in Carson City or where ever we are.

HUTCHISON: Right.

LAURSEN: No, I think that would be a positive thing. But, do we need an advisory board for that or can we just put out the invitation to participate?

SANTOS: This is Herb Santos for the record. Don't give me that call. My wife might not want all those people staying at the house!

LAURSEN: Okay. Note to self.

SANTOS: I guess I'm trying to figure out for myself for this advisory committee, it seems like there's sort of two things going on here. Is the intent of this to sort of step into what you folks are doing with your reviewing of RFPs? I'm not sure and listening to everything I've heard it seems like we're sort of talking about apples and oranges. It seems like this committee is more towards developing some thought process regarding the international markets and how we can utilize all of our experience to sort of enhance what you folks are doing in terms of those RFPs. Or maybe even providing some type of additional thoughts or guidance when you guys are doing your job.

So, it seems like this sort of developed into thinking that this was going to take over something that's already established. But in reading this section H, I'm not sure if I'm reading it the same way. Maybe that's why I'm a little bit lost.

DELONE: Hi. Phil DeLone for the record. To sort of mirror what you just said, Herb. You know, it's great to have advice. But we pay staff to bring business to the state of Nevada. And everyone thinks that going on an international trip is, you know, fun and delightful. But there's a tremendous amount of hard work and follow-

up when you get back. Because you can only make a couple of those trips, and if you don't have any results, well, someone's going to look over your shoulder. I would not want to see all the Commissioners or one Commissioner all of a sudden use this avenue for junkets around the globe that may or may not drive business. I think that is a staff function to drive business.

With that said, I think you have to be candid and honest with yourself. Are the consultants that you are hiring in all these continents, are they producing for you? I saw the data and I won't pick out what country it is, but there is one country that is grown only in ten years from 20,000 visitors to 40,000, when all the other countries are in the hundreds of thousands of visitors. I think then when you see those types of data sets you have to say, "Was our money really being well spent here, especially after ten years of activity?"

So, I don't know enough about it to answer that question today. But I think staff should do their function. They should be involved with the Convention and Visitors Authorities with the key hotel companies and go do your business and bring home some tourists. And keep the Commissioners out of the beehive. So, thank you. That's all I have to say on that subject.

NEWMAN: Yeah. Don Newman for the record. This is kind of a complicated, actually, it's very complicated with many layers. But because there are so many layers I think that everybody that we've mentioned needs to be involved. So, these companies are the eyes and ears. They're the feet on the ground in these countries that our sales associates for NCOT work with. I mean, it's imperative for Christian and Jennifer and Teri and the team to be able to go and deal with these folks who are representatives of those countries and know the ins and outs.

There is another layer though from the Commission standpoint when we do go into these countries. There is a political aspect of it and I've seen it firsthand when I went to China with Governor Krolicki. And you can open so many more doors with the political aspect of travel than just a PR firm representing our other needs. So, to your point, Phil you yourself, Steve Hill, if it's Kevin at the LVCVA, whoever, everybody needs to be talking because this is a pretty fat onion and lots of layers to peel away. We need the input of Teri, Christian and the team as well as our political side and our Convention Visitors Authorities. Everybody needs to be involved in this process. Whether it's white papers, meetings, this meeting, this forum, you know, whatever it may be, there's a lot of people that need to be involved in this process.

HUTCHISON: Thank you very much, Commissioner Newman. Other comments?

KROLICKI: Mr. Chairman, it's Brian Krolicki. I wish David were here because I know this was something he's been thinking a lot about for the last couple months and we wish him well with the Carson City Convention Authority. I've been thinking about it since I've seen it agendized and, you know, on a recent trip, conversations were had. Phil, I hear your words. But, you know, sometimes there is great value added if Commissioners are with certain host folks or accommodating hosting on the receiving end because that person to person. I've sat with airline chairman, governors of provinces who do certain things. The India trip I think was productive.

We need to think this through and that's why it's for discussion. And we'll carry it maybe into next year. This isn't about the work that staff is currently doing. I think you all do an amazing job. International travel is not the splendor. It is grueling and time zones and, you know, all hours of the day and you come home and you turn around, do some laundry, and go out the door again. I mean, the glamour is gone very quickly.

I think we can put that aside. To me this is about value added. It's about using the resources that exist, you know, just in the lives and experiences of some of the commissioners. I think LVCVA and RSCVA and, you know, perhaps our friends in Elko, are naturals for this. I mean, just like the marketing committee works together and is a clearing house. There's a level of detail, intensity and expertise that, with all due respect, doesn't exist Commission-wide. I mean, there are things that I can't imagine knowing and doing.

We listened to Adam Sacks talk this morning. I think we've all heard the story and have been preaching it. This international thing is incredibly important. Mr. Chairman, you recited the LVCVA's goal of 25% of its tourism number is coming from offshore by I think the year 2025. This is only going to get more important. The coordination between staff is critical. I think there is also a larger and, I don't want to say higher level, but just a different level. I mean, the appointments... Hutch, whether it's you traveling or the next Lieutenant Governor, their abilities to engage will be great. They'll be half-time, whatever it is.

But to get meetings with certain leaders of outbound tourism agencies, companies in foreign markets, government officials, and as I already mentioned, airline heads, these are the people--the Visa officers who, are actually on the front line and help these things happen. Those are often meetings, again, not good or bad, but staff often is challenged to accomplish getting with an ambassador, a chargé or the head of the Visa office. I think if you use the heads

of different agencies or LVCVAs or Sarah's already broached their designees, people who engage in this regularly, you know, as part of a marketing committee, not necessarily Commissioners. I think there's tremendous value added in the right time, in the right place.

I need to think it through. But this isn't an extra layer of governance, watching staff making additional chore to have an open meeting. It's about choreographing among all the different parties, public, private, here and far away, in Washington D.C. with the Brand USAs. These relationships are terribly important and how they use you, how they deploy you, how they indulge, some of your thoughts and opportunities. There's the mundane and the real thick stuff like this RFP. I've done these international RFPs before. It's a chore. It's hard. I think I was here until midnight last time because the time zones interviewing a whole slew of people by video conference.

I was invited to be here on January 8th for the India RFP, so I've already engaged. That's not an open meeting thing, it's just I happen to know that market. Mr. Chairman, you do. I think others here do too. Have the insight of who these people really are, not just a piece of paper and a response doing RFP. I think that's critical. The ability to ask questions, the ability to challenge those who we engage to help us. It's just comes from a different level. They know they need to be accountable. Not just to the folks who come to this building or the Sawyer Building every day, but the people who convene quarterly.

Again, in thinking about this, you know, there's no way that this Commission can absorb the detail, not go get into the business, but to get into the detail of the dynamics on a quarterly basis or listening to a report over lunch presentations at the Governor's Annual Conference. I think the ability to convene that expertise in a way, whether it's socially or professionally or just rolling up sleeves and grinding through something, I think there's a there there.

We're going to carry this conversation with some new faces into the next year but this is truly one of the more important things that Nevada will be doing in the tourism space in years to come. I think it's almost essential that this Commission engage more fully, helpfully and constructively. But, you know, this is only getting more important. And I think our relationship on the Commission level with the international tourism product is essential. Thank you, Mr. Chairman.

HUTCHISON: Governor Krolicki, thank you very much. Well, we've had a robust discussion and we've heard from staff and the great members of our team here. Ms. Laursen, you foremost among them in terms of what you do and do so well. I

echo the comments of Governor Krolicki in terms of the outstanding work that you, Brenda and the entire team has performed for many, many years. I will make the comments about that in my own comments here in just a minute.

I think this is a good discussion point, a good place to launch from in the new year. I just echo what Governor Krolicki said, which is this international market is becoming more and more critical for Nevada and for us and to the extent that we can engage and collaboratively improve our standing in the international market it behooves us to really explore all those issues and all those opportunities.

Unless there's any other comments I'm prepared to move on to our next agenda item.

Agency Reports

HUTCHISON: All right. Let's move on to Agenda Item I, which is agency reports. I'm going to jump in here and just talk for just a minute considering that this'll be my last meeting and the privilege that I've felt in being part of this process.

You know, it never ceases to really strike me and amaze me. People ask sometimes what I've been surprised about in this job. You know, they ask you what you're grateful for, things that surprise you, things that disappoint you. I'll tell you the things that I didn't know that I really appreciate, and I think a lot of people under appreciate and that is the value, competency, character and the class of our state employees.

I think that state employees are oftentimes by some groups, vilified. I know that every one of them are underpaid. I know that many of them [laughs]--you can make a note of that. I know that many of them and many of you could go make a whole lot more money in the private sector. And people think of public service and public officials as elected officials. When we have thousands, tens of thousands of people in the state who are public officials, public servants, public leaders in the truest sense who aren't elected, who tremendously sacrifice. Their family sacrifice, they sacrifice in order to serve Nevada.

And it's been my privilege to be able to serve with you on this Commission, to be able to serve with state employees, and to be able to do my part for my home state. I was born and raised in Las Vegas. It's where I was publicly educated. It's where all my six children have been publicly educated. It's where we live and thrive and exist and love. There's been no more honor for me than to serve as Lieutenant Governor to the great state of Nevada and there's been

no more honor than to serve as Chairman of this committee, particularly because there's so many competent, classy people on this committee that I just love and appreciate. I will for the rest of my life.

I wish you all good luck and all good things and Godspeed in what you're going to do in the future. I wanted to just highlight some things to remind us. Every once in a while it's good to remember what we've done. You know, last several years I would be remiss if I didn't say how grateful I am for Governor Sandoval. I think we're going to miss him. I think we're going to find out that Brian Sandoval was a once-in-a-lifetime leader and there are wonderful people who will be leading the state and I think who will have every intention to do the very best for Nevada. But I don't know that you'll get lightning striking in a bottle again like we did with Brian Sandoval.

You know, I've said before, one of the mysteries of history is why the exact right person comes along at exactly the right time to do exactly the right work. I think that was Governor Sandoval in 2010. I think that was Governor Krolicki, who was at his side for four of those years as I've been at his side for these last four years. I'm grateful for what he's done and for his leadership. He's a servant leader. He's somebody who gets up in the morning and thinks, "What's best for Nevada?" Not what's best for Brian Sandoval, not what's best for my particular political view or what my personal views are? "What's best for Nevada?" I think we've been well served with him and we've accomplished a lot under him.

I'm just going to talk about a couple things, just in terms of as it relates to tourism. Because I can say I think it's good for us to every once in a while just pause and remember where we've been. I've had the honor of being involved in going across--he's talking about the international market. You know, somebody who I will miss and we've missed for a long time is Larry Friedman. I know many of you know Larry. Boy, was he a rock star for us for a long time. I traveled with Larry to open our first tourism office in India. He taught me a lot of things and has been such a great contributor to our tourism family.

I traveled to China with Claudia where we recommitted Nevada in the Chinese market and we identified new partnerships. Claudia was such an important and valuable part of our leadership team and what we did for tourism there as well. I had a wonderful opportunity with our recent leadership with TravelNevada to go on a road trip and hit some of the highlights and some of the small-town attractions for our "Tourism Means More" campaign.

And then the programs that we've had here with TravelNevada--think about it. In 2015, TravelNevada and *Nevada Magazine* established the "Silver State Scavenger Hunt" to help educate Nevadans about their own state and better encourage in-state travel. In 2016, TravelNevada created the "Discover Your Nevada" Field Trip Fund, which allows Nevada students an opportunity to win a trip of a lifetime to explore their own state. I was able to award that first opportunity for that trip. It was just a lot of fun and a lot of excitement with those students.

The "Don't Fence Me In" campaign, I think has been wildly successful and has flourished and raised the awareness of Nevada brand. That "Don't Fence Me In" campaign started under you, Governor Krolicki, your able hand and guidance of the tourism industry when you were serving as Lieutenant Governor. And then we've been recognized for what we've done. Seven out of the last nine years *Nevada Magazine*'s taken home the Nevada Press Association General Excellence Award. In 2016, the Public Relations Society of America recognized TravelNevada with the top award for the "Don't Fence Me In" marketing program. The "Don't Fence Me In" campaign also took home the top award for the U.S. Travel Association a few months later. The Arts and Cultural Guide won a National Folio Award for the Best New Publication.

Then we've seen a lot of benefit for Nevadans in job increases, economic opportunities, diversification and strengthening families. Total number of jobs in the Nevada travel industry has increased by over 28,000. The total overall travel spend in Nevada has gone from a little over $55 billion to $63.7 billion, a difference of $8.6 billion and the total income generated by the travel industry in Nevada has increased by $3.6 billion. The GDP of Nevada's travel industry has helped families to really have good job and economic opportunities for their families.

As a Commission, we've awarded, as we did today with the millions of dollars in grants, welcome new and exciting air service routes, designed creative road trip itineraries for our residents and visitors. And last year we welcomed 56.3 million visitors to our state. Nevada's travel and tourism industry has continued to thrive and I know it will continue to thrive because of not only the Nevada Division of Tourism and this Commission but because, as I said, all the hardworking members individually of this Commission who I want to thank. Who I say again and again are people with character, competence and class. You don't get that triumvirate very often in people, let alone Commissions and state employees who support us.

Again, I wish you all the best and Godspeed and God bless you for all that you have done and continue to do for tourism in Nevada.

NEBESKY: Lieutenant Governor, Brenda Nebesky. We've been so honored to have you serve as Chair and have only benefitted from your boundless energy, good humor, and endless support of Nevada tourism. We're all very sad to see you go, but wish you the best in your life after NCOT. Teri has a couple of framed photos from your recent trip with us—

HUTCHISON: Wow. Okay.

NEBESKY: --to visit tourism partners and we thought these images captured not only your love of those places, your love of promoting travel to Nevada.

HUTCHISON: This is so great! Also uniquely captured my need to exercise more. [laughing]

NEBSEKY: Oh, stop.

HUTCHISON: [laughs] This is absolutely beautiful! Thank you very much. I don't know if you all can see that here. Can you zoom in on that at all? Can you zoom on these things? There we go. Me out there on Lake Tahoe captaining the boat just before we hit a reef [laughing] and had serious liability visited upon the state after that. And as you can see, these photos really just scream out the need for a very strenuous exercise regimen if at all possible. But I will take these to heart. But God bless you. Thank you guys for doing that. Thank you so much. Yeah. [laughs] [applause]

NEBESKY: And then of course—

HUTCHISON: Yeah. The TravelNevada's great. Thank you.

NEBESKY: We have the *Nevada Magazine* cover for you as well.

HUTCHISON: Oh, that's great. Thank you again. Thank you all. This is great and wonderful and I'll probably hang this in the living room. We'll take some of our family photos off the wall and I'm sure my wife will let me put it right up there next to them.

All right. Well, now I get to do something that I really am excited about, and that is to talk about Don Newman, the Executive Director of the Elko Convention and Visitor Authority since 2006. He was appointed, as we all know, NCOT's Rural Commissioner in 2011 and has served in that position very ably ever since. Commissioner Newman's added, as we all know and appreciate, invaluable

insight to our meetings, to the rural grant meetings and the work that he does with the RFP review committees that he's served on many occasion with the Division of Tourism.

He's also served as a member of the committee, and I know something dear to Governor Krolicki's heart is the Nevada Sesquicentennial approach. We celebrated that and he was an important part of that committee. He was also part of the Legacy Project, which resulted in the creation of the Sesquicentennial Saddle itself. He's been instrumental in the completion of the beautiful Elko Convention Center, which opened in 2015. I've had the opportunity to visit several times. And won the TravelNevada Excellence in Tourism Award. Don is, as we all know, a highly respected and beloved professional and friend throughout the community of Elko and the great state of Nevada.

He's been a relieving, reliable force in supporting our tourism efforts here, not only for TravelNevada but throughout the state, and has really set the gold standard for rural Commissioners that will be very, very difficult to replicate. It's my privilege and pleasure to introduce my good friend, Pam Robinson, Senior Advisor and Senior Staff to Brian Sandoval, who will give Don a proclamation from Governor Sandoval. Pam.

ROBINSON: Thank you, Lieutenant Governor Hutchison. I appreciate that. I'm really, really happy to be here today to talk about a wonderful man that I've had the pleasure of knowing for about five years now. I'm here on behalf of Governor Sandoval but I also have a great friendship with Don that extends to my love of Elko and the rural communities and what a terrific job he's done. Every year at Cowboy Poetry, whatever I am lucky enough to win, he always brings it and delivers it back to us in Carson. I'm excited for your new adventure, but sorry to see you leave. On behalf of the Governor we have a proclamation for you. I'm going to go ahead and read it because it really talks about Don and his accomplishments and how much he's done throughout his career.

This is a proclamation by the Governor. Whereas Don Newman has worked in the hospitality, gaming, and convention industry throughout Nevada for more than 28 years, beginning his management career at the Red Lion Inn and Casino in Elko. And whereas after leaving Elko and working in the convention general contracting industry in Las Vegas, Don returned to the Red Lion properties in Winnemucca where he worked as General Manager of Red Lion Inn and Casino. And in 1993, he returned to Las Vegas to the convention industry with GES Exposition Services where he held numerous positions, such as Director of Sales and Senior Account Manager.

And whereas Don returned to Elko and has remained committed to the community as the Executive Director of the Elko Convention and Visitors Authority since 2006. And whereas he has made immeasurable contributions to the Elko Convention Center and the city of Elko by completing multiple projects that have improved the property for visitors, including the expansion of the convention center patio and the conference center.

And whereas Don has remained an instrumental member of the State Commission on Tourism since 2011 and was appointed at the Sesquicentennial Commission in 2013 where he played a most important role in the celebration of Nevada's 150th anniversary of the state's admission to the Union. And whereas the state of Nevada commends Don Newman and joins his family, friends, and colleagues in extending sincere appreciation for his years of service and best wishes for a happy and fulfilling retirement. Now therefore, I, Brian Sandoval, Governor of the State of Nevada, do herby proclaim December 17th as a day in honor of Don Newman. [applause]

HUTCHISON: Commissioner Newman, we'd be honored to hear from you.

NEBESKY: For the record, Brenda Nebesky. Don, you don't get to speak yet. [laughs]

HUTCHISON: Oh, okay.

NEBESKY: Sorry.

HUTCHISON: All right. Well, feel free to cut me off any time, Brenda.

NEBESKY: You've been such a friend and champion to everyone at TravelNevada and you have defined what it means to be Rural Commissioner from here forward. I'm going to bring Janet Geary to the podium for a brief presentation.

GEARY: Hi, Don. On behalf of *Nevada Magazine*, I wanted to say thank you so much for everything you've done for the magazine over the ten years that I've been here. I mean, whenever we call you, you're always there for us and you've always supported the magazine, and we're really sorry to see you go. We have a cover for you that I'd like to give you from the magazine and the rest of the Nevada Commission on Tourism. [applause]

NEWMAN: So, thank you Janet. As you know, I want you to move up in the order of presentations. [laughing] So, Brenda, continue to work on that. Give Janet her due and put her at the beginning. Not always--why am I standing on a caboose?

How fitting is that? [laughing] Let's not bring up the end of the train, so. This is very nice. Thank you.

NEBESKY: Brenda Nebesky. Well, you have one more. One more presentation from Sydney Martinez, our Content Manager.

MARTINEZ: Don, Don, Don. This day has arrived and I am so depressed. I'm so, so sad to see you go. We caught wind that you had some sort of superhero daydream. And, you know, when we sat down and we thought about it, we decided that it was true. You really do have many special superpowers as Rural Commissioner. So, we drafted up this poster of you. [laughing] And it's true. You're faster than a Commission meeting. You're swifter than a Silver State rodeo clown, eloquenter than a cowboy poet, craftier than a Ruby Mountain Amber Ale, punchier than Scotty's Picon. Sometimes we've seen you get looser than a Jarbidge mooser, more original than a cap saddle, more animated than the DND neon, more hospitable than a mountain yurt. You're truer than an axe thrower's aim and you've stuck around longer than a bivy sack stay up.

Ugh! Don, I'm going to cry. I was crying in Discount Tires writing this with Devon. [laughing] You've left more of a lasting impression on us than a sheep herder's arborglyph. If we could choose a single superpower of our own, it would be the ability to manipulate time. But only so we and Nevada could keep you a little longer. Thank you for everything that you've done to make this state, our rural communities, and lives great. You will be missed. [applause]

KROLICKI: That's a result of Hutch workout right there.

HUTCHISON: [laughs] Commissioner Newman.

NEWMAN: In retirement, if I can look like Superman that would be wonderful. So, you know, listening to Pam and all the "whereases," It's time to go. [laughing] It's time. I've cherished this--thank you. It's been an honor. [applause]

HUTCHISON: Commissioner Newman, you know we all love you. And we will miss you. The tributes that have been offered are heartfelt and sincere and they're absolutely accurate. We will move on and the Commission will move on but it'll be a little less fun and a little less energetic and a little less experienced. Something that we just won't be able to replace is Don Newman sitting in that chair right there. So--yeah. We appreciate you, brother.

NEWMAN: I appreciate that. People come and people go and there will be other people who get to share this wonderful opportunity. And it has been just that. So,

again, I'm very grateful and appreciate all of you and what you do for this state and the opportunities I've had to get to know you and travel with you and represent this state. So, again, I'm very appreciative and can't say thank you enough to all of you. [applause]

HUTCHISON: All right.

NEWMAN: Pam, we couldn't have got a Boulevard thrown in or a Drive, no? [laughing]

HUTCHISON: I think there's someone right there in the room who can take care of that. Pam, I think we've still got a couple more weeks left, don't we?

ROBINSON: We have 20 days left.

HUTCHISON: [laughs] All right. Thank you again, Commissioner Newman. All right. We will move off of the Chair's report now and we'll move onto the Division of Tourism update. Brenda, why don't you take us through the various updates we have now?

NEBESKY: For the record, Brenda Nebesky. In your packet after the green divider you will find the First Quarter FY19 Report. In the interest of time, I won't go through the report. But I would be happy to answer any questions or have the program directors address them if you have any questions.

HUTCHISON: Commissioners, any questions on these reports? All right. If not, we'll move on.

NEBESKY: Okay. FY19-21 Agency Request Budget Update. Included in your packet is a copy of the agency request for BA1522, the Tourism Development Fund. These figures reflect the base-adjusted base budget and do not include any items for special consideration that may or may not be included in the governor's recommended budget. We are projecting a $25.9 million and $26.6 million in lodging tax revenues for FY20 and FY21, respectively.

Registration fees are projected based on FY18 actual numbers. On the expenditure side, Category 1 takes into account the 3% raises for state employees in FY18 and 19. Category 31 increase reflects the new contracts that are in place with various vendors through the next biennium. The transfers to our sister agencies reflect their adjusted base personnel and operational costs with the corresponding funding formulas based on the last legislative session.

In terms of reserve, at the end of the next biennium, we expect to have just over $5 million, or roughly 69 days of reserve. It's our goal to maintain a 60-day reserve level at the end of the fiscal year. I'm happy to answer any questions.

HUTCHISON: Commissioners, any questions on the budget? All right. Hearing none, let's proceed to 12.3 please.

NEBESKY: Okay. FY19 Budget Update. Also in your packet, after the Tourism Development Fund Budget Summary is an expenditure update through December 5th for our primary program categories for FY19. This is fairly straightforward, so I'll just walk you through some of the line items. Category 2 is our Out-of-State Travel category. We have spent just over $20,000. The remaining funds based on scheduled staff activities through June will be spent. Category 3 is our In-State Travel category. We have spent just over $14,000. Expect the remaining funds to be spent based on heavy staff travel taking place in the spring for FAMs and the capture of creative assets.

Category 30 is our Training and Professional Development category. We've spent just under $3,000. Category 31 is our main category for all marketing, advertising, PR, international contracts, and so forth. Although we show over $11.5 million left, this number is deceptive due to a 60 to 90-day delay in receiving media buy invoices. But our media tracker shows the expenditures right where they should be in the middle of a fiscal year. I would be happy to answer any questions related to the expenditure update.

HUTCHISON: Any questions, Commissioners? Hearing none, let's move on to 12.4.

NEBESKY: Point four, the Tourism Ecosystem Report. In your packet you will the Nevada Tourism Ecosystem Report, which quantifies the impact of lodging tax throughout Nevada's communities for the Fiscal Year 2017. Kyle Shulz, our Research Manager, will explain the highlights of the document.

SHULZ: Thank you, Brenda. This is Kyle Shulz, Research Manager for TravelNevada for the record. Like Brenda said, we really wanted to go through with you the kind of key findings of the Ecosystem Report, which kind of puts into detail how the lodging tax in its entirely was allocated for Fiscal Year 2017. We are hoping to release updates with Fiscal Year 2018 numbers in the next few weeks.

This is part of a series of reports that we are hoping to come out with in the coming and years called the Tourism Ecosystem. And what we mean by that is we try to put in perspective what the value of travel and tourism means to the economy at large and the larger state economy. So, normally when we talk

about impact of travel and tourism to the state we kind of talk in terms of these economic contributions, as you all heard earlier today from Adam Sacks. Adam and his team do a great job in terms of the scales of the economic contributions to the state in terms of job creation, income generation, shared GDP, that sort of thing. But we really wanted to get a little bit more granular and specific in terms of taxation, what the actual true benefits were to specific communities throughout the state.

In order to compile this report, we used the Lodging Tax Report that we get from the Department of Taxation kind of as a base. At the end of each fiscal year we get a report from Taxation line item by line item or allocation by allocation from each jurisdiction for how lodging taxes are specifically allocated in each region. We use this as the base and we attempted to place certain allocations into individual categories. For example, if a community indicated that they had five parks that were each allocated a certain amount of lodging tax revenue, that was put into a general parks and recreation category.

Now, because these are each given by individual jurisdictions, there's no real consistent naming conventions in terms of how each portion of the lodging tax is allocated. The final step in this, and the most time-consuming, was we had to contact each entity within each jurisdiction to confirm that what we had was correct. Confirm the dollar amount that we have is correct. We wanted to confirm that the individual bucket or category that we placed each allocation was correct as well. We also asked these entities to provide a one or two-sentence description for how each allocation was actually specifically used and spent in order to get a full picture of how the lodging tax in its totality affected communities.

After doing all that, after going through that process, this is the picture that we came up with. In this picture the size of the bubble represents the amount of actual lodging tax dollars allocated to that individual category. As you can see here, local tourism promotion is the largest. But there's also a whole bunch of other categories and a whole bunch of other things that the lodging tax in and of itself impacts throughout the state.

I think the general perception among the public in conversations that I've had with people I know, and even possibly in terms of legislatures throughout the state, I think the perception of how the lodging tax is spent is that it just goes back into tourism promotion budgets. This picture right here negates that fact. It shows all the different ways in which tourism and lodging tax, all the different categories and impacts that it has throughout the state.

Like Brenda said, we wanted to take you through the key findings. We'll skip over local tourism promotion just because we know how that money is used in the great work of the RSCVA, Elko CVA, and LVCVA. We know the great work that they do and all the other tourism promotion agencies throughout the state.

We'll start with school support. As you saw on the previous chart, school support was actually the second most amount of money allocated to this category. When we talk about the impacts of travel and tourism and the impacts that it has on the state, we really don't necessarily talk about the impacts that it has on schools and children throughout the state. As you can see, there are nearly $275 million in Fiscal Year 2017 that actually went to support schools and children throughout the state.

There's two entities that are allocated this money. There's the Clark County School District, which imposes a locally imposed tax within Clark County. And you can see there they use the money for some key infrastructure projects. According to their budget report, Clark County School District has been one of the fastest growing school districts in the nation over the last ten years or so.

Infrastructure is really key and front line for that community. So, as you can see, tourism money is being put into a fund that helps to build 37 new schools, 16 replacement schools, and 54 additions onto existing schools. It may not be the primary source of funds, but it certainly is playing its role.

The other entity that gets lodging tax revenue is the Department of Education. The Nevada Department of Education puts the money that it receives from the lodging tax into a distributive school account. It only collects money from counties with populations greater than 300,000, Clark and Washoe counties. But by pulling it into this DSA, it gives a guaranteed dollar amount of basic support per student based on county residents. The key thing to remember here is that even if you live in a community that does not use money specifically for education, you're still sort of indirectly getting money from travel and tourism to help schools through this DSA.

Another key allocation is local general funds. Obviously local general funds help pay for myriad of different things. Some of the key ones obviously are police and fire departments, public works, parks and recreation operations. Again, a whole lot more. But as you can see there, $65 million went to support local general funds throughout the state in Fiscal Year 2017. This was only allocated in three different jurisdictions, the city of Las Vegas, Clark and Washoe counties. The fact is that travel and tourism is really helping to keep our communities safer through police and fire departments, budget supplementation, and also

for trying to keep our communities firing on all cylinders through public works and park/recreation opportunities and all the other benefits that the local general funds provide. I think is an undertold story and an undertold benefit from travel and tourism.

A lot of communities also use lodging tax dollars for economic and community development, so this is kind of a broad category to be fair. But a lot of communities utilize money for this purpose. Again, we just wanted to highlight some of the key ones here for you. The city of Carlin in Fiscal Year 2017 used money from the lodging tax to help build some key infrastructure projects. They used it to build a public library, build some first responder stations, build a fire station and an ambulance station. They're also using it to improve existing civic facilities.

The city of Reno, as you can see there, is also using it for some key community developments or some key organizations. They used it to help offset debt that was incurred in building the National Bowling Stadium and the Reno Event Center. The Reno Arch was also a benefactor of travel and tourism money. The city of Reno utilized money for improvement and maintenance of the Reno Arch.

The city of Sparks utilizes 2017 lodging tax dollars for the Victorian Corridor Project. I'm assuming most of you are familiar with this project. But it's an effort to revitalize and modernize downtown Sparks. The money from the lodging tax was used for beautification of the area. Beautification of trees and shrubbery, increase seating capacity in Victorian Square, installment of new sidewalk pavers, that sort of thing.

And finally, Nye County is using money for business development throughout the county. They're using it to help fund the Historic Mining Park in Tonopah, the Convention Center in Tonopah, and a whole lot more. So, again, the story that travel and tourism is doing its part to help improve local communities is through the benefit of taxation of the lodging taxes is an undertold story.

Parks and recreation--again, a lot of communities utilize the lodging tax for this purpose, mostly in rural communities. But the most significant benefit is on the city of West Wendover. In West Wendover they used the money to provide funding for the West Wendover Recreation District. This district provides all the community programs and facilities for recreation and leisure opportunities. This includes things like youth softball, youth volleyball, swimming lessons, adult softball and the adult volleyball league. The key thing to note here is that in West Wendover the lodging tax is actually the primary funder of this district.

So, all the benefits that are provided to the citizens through recreation and all the swimming lessons, that sort of thing, it's actually primarily funded by the lodging tax.

As you can see, Douglas County also allocates a good amount of money to parks and recreation. Over $2.5 million in Fiscal Year 2017 went to improve existing parks, acquire new parks, parks operations, that sort of thing.

The city of Wells uses it for a myriad of things as well. They use it to provide operating for the swimming pool, the golf course and rodeo grounds. This is typical in rural communities where the lodging tax is used for all these different community pillars. You know, tennis courts, swimming pools, that sort of thing.

Finally, arts and culture. This is a smaller allocation. The city of Reno is the primary user of using lodging tax dollars for arts and culture. And you can see there that in Fiscal Year 2017 they used it to help fund public art, to help fund the Arts and Culture Commission, to help improve downtown through the funding of decorative lights for the area, and also to sponsor some key community events and key community organizations such ARTown, Reno Philharmonic, Pioneer Center. A lot of other things used the lodging tax in terms of sponsoring. And you can see there, there's a few other communities that use money for arts and culture as well. Carson City, Esmeralda County, Nye County. Again, it's a smaller allocation, but still not insignificant.

To conclude, we kind of came away with three takeaways after coming up with this report. The first is that travel and tourism really does increase the quality of life for constituents throughout the state. When we talk about the money going to revitalize the downtown community like Sparks or money to build some key first responder stations like in Carlin, it's really evident throughout the state and throughout all the benefits that are provided through travel and tourism through the lodging tax, quality of life is really increased for constituents.

The second main conclusion that we came out with is that these are essentially free tax benefits to communities. What that means is, and Adam Sacks alluded to this earlier, this is money coming from outside the state, outside the community in many instances that citizens of the community don't have to pay for. So, when we talk about travel and tourism being the primary funder of the West Wendover Recreation District, that does not have to be funded by the citizens of West Wendover. Also, when we talk about school support, the $275 million, that does not, in large part, have to come from within the state; that comes from outside the state. So, again, taxpayers are off the hook for that $275 million of support that schools get throughout the state.

And the third thing that we want to iterate is that this is just a small piece of the overall pie. The lodging tax is, again, just a small portion. Visitors also generate gaming tax when they gamble here. They generate sales and use tax when they buy goods and services here, when they see shows in Las Vegas, Reno, elsewhere they generate live entertainment tax. So, this is really just a small portion of the true benefits that communities receive through taxation.

In the coming months and fiscal years, we want to come out with a series of reports to add on to the series that detail really truly how the visitor generates tax benefits throughout the state for all these different things. With that I want to thank you all for taking the time to listen. I welcome any questions or comments.

HUTCHISON: Thank you very much, Mr. Shulz. Any quick questions for Mr. Shulz? All right. And that takes us from 2.4 to 2.5. Ms. Nebesky, the Fiscal Year 18 Report, if we can make that as abbreviated as we can in the interest of time please.

NEBESKY: The FY18 report like the prior reports is organized by the key initiatives set forward in our strategic plan, evolve the brand, enhance partnerships, advocate for the industry, engage stakeholders, and run an effective business. But unlike the others, this report takes the key performance indicators out of tables and puts the numbers related to them in a more visual and readable representation of our progress throughout the year.

We don't have the time today to review the entire document. But I'll encourage you to read it. It represents the incredible amount of work the agency completes in a year and the range and ability of the talented TravelNevada staff. I'd be happy take questions.

HUTCHISON: Thank you very much. Any questions on Fiscal Year 18 Annual Report, commissioners? Okay. Ms. Nebesky, does that complete all of the agency reports under agenda item A? Or excuse me, I.

NEBESKY: Yes, it does.

Upcoming Meetings

HUTCHISON: Great. All right. That takes this to Agenda Item J, upcoming meeting. Brenda, do you have a proposed schedule of meetings?

NEBESKY: Brenda Nebesky. At the very back of the Commission packet in bright yellow is the proposed meeting schedule for the full Commission for the coming year. Please let us know if these dates work for all of you. We'll solidify the schedule with the Lieutenant Governor Elect as soon as possible. But please let us know.

KROLICKI: Mr. Chairman, it's Brian Krolicki. Brenda, I know I have a conflict on September 18th. I will do my best but-

NEBESKY: We'll make note of that.

KROLICKI: I will not be able to do that day almost assuredly if that is maintained. I'm just one of many. I understand.

HUTCHISON: Thank you, Commissioner Krolicki. Any other comments on Agenda Item J please? Okay.

Commissioner Comments

HUTCHISON: That takes us to Agenda Item K, Commissioner comments. This is the time for any members of the Commission to make any comments they would like to make.

NEWMAN: For the record, Don Newman. Kyle, your report was amazing and filled with some incredible statistics, all very positive. And I think that, Brenda, as we go forward I might ask for the Adam Sacks presentation to be made well-publicized, we should include Kyle's report as well. Then perhaps the overview and make this a nice packet that we can give all of the incoming folks. And the returning folks to just remind them of the value of everything that goes on and benefits the state. So, good job. And just remember, that's how Rossi Ralenkotter got started was compiling statistics. There's a lot to be said for that.

HUTCHISON: Thank you, Commissioner Newman.

NEBESKY: For the record, Brenda Nebesky. Both of those reports will be distilled and the highlights from them will be used in our "Tourism Means More" campaign for the legislature.

HUTCHISON: Great. Thank you so much.

KROLICKI: Mr. Chairman, if I might and echo those comments and Kyle, thank you for putting that together. So, now you know what the next 45 years of your life are going to be dedicated to the tourism industry. It's that sappy time. I know we've

talked about it and I've already made a couple comments. We've said bon voyage and wonderful opportunities for Don. I know I'm going to see you and we will visit regularly.

But Mr. Chairman, you're up next. You gave your speech and exit words without giving us a chance to respond. So, now we do it. You know, I have had the great pleasure of knowing you before you took these responsibilities. We've caucused together in that building down the way and that's a true measure of a person. What they do behind a closed door and during the heat of a legislative session when everything's hitting the fan. You are as elegant, as smart, and decent, and caring, you know, behind that closed door as you are in these meetings.

One of the great joys of my public service has been meeting extraordinary people. People who make a difference. People who leave a legacy without really trying just because of what they do every day. And you, my friend, are certainly on top of that heap. Your service has been selfless. It's been soothing. It's been informed. You're a leader. You always are kind to me and call me the statesman. But, you know, sir, you are a statesman's statesman. I wish you Godspeed. And I just thank you for the leadership and, again, the decency that you've come to work with every day.

I almost want to throw many of those kind things you said about our dear brother, Brian Sandoval, if he's B1, I'm B2. BS, BK, we don't like to talk about it that way. [laughing] But that's what he used to call us, Killer Bs. But those words you used, you know, on you. It has been an absolute honor. That word is sometimes used too easily. But from the heart, it has been an absolute honor to watch you, to be with you, to work with you, and to have your leadership, certainly on this Commission.

Godspeed to you and your family and to everyone here on this holiday season, however you celebrate it and with whom you celebrate. But blessings of the season. Mark Hutchison, thank you for many, many things. Cheers. [applause]

HUTCHISON: Governor Krolicki, thank you very much. I appreciate that and you know how I feel about you and you serving as my mentor in this role and filling very, very large shoes. So, it means an awful lot coming from you. Thank you. All right, Commissioners. Any other final comments under Agenda Item K if anybody wants to make any comments we'll take them? If not, I'm prepared to move on.

SANTOS: Herb Santos for the record.

HUTCHISON: Commissioner Santos, please.

SANTOS: Thank you. I have a 45-minute PowerPoint presentation. [laughing] But I understand I'm not allowed to, they couldn't get it to work. So, I've got a few things I want to comment. First, again, everyone on the staff, you guys are awesome. It's been an incredible year of seeing just great advances of tourism in the state of Nevada and it's not done without you guys being dedicated and loving this state. So, I want to just give you guys a little shout-out.

I had the incredible honor to go to India this past September and I saw firsthand Teri Laursen, Sylvia Welsh, who basically were the most incredible representatives for the state of Nevada. I wanted to be a fly on the wall and I sort of sat back and watched them interact with sometimes some very pushy folks. But it's, to be completely politically correct, just a lot of really good people from India. They were able to basically interact with a wide range of personalities with skill and expertise that I thought was amazing. I know that when they are representing us outside of the state of Nevada we are in excellent hands. I just wanted to tell you guys, great job. It was incredible watching you guys. You guys are awesome and it was great.

LAURSEN: Thank you.

WELSH: Thank you.

SANTOS: Don, I've been on the Commission with you for as long as I've been on the Commission. I think that goes back to 2013. Which, I would note, that's when there was an increase, a big spike, according to the [laughing] research presented today. I know there's no correlation, but it's been great. You've been always been someone that I could ask for advice and I'm going to sorely miss you not being on the Commission and with you going on to your new things, which you're going to be great being near your grandkids.

But the state of Nevada has been the recipient of an incredible workhorse with tons of experience. I want to thank you for sharing everything you've shared with me. I consider you a friend and I'm so glad we were able to develop this friendship over the last five years.

Last but not least, Governor Hutchison, it's been truly an honor to be someone that could work with you. Your leadership and your friendship that you've provided during the course of your term has been incredible. I've been very lucky to have two great Lieutenant Governors to be the leaders of the Commission that I've been on. I can say without reservation that the last four

years have been incredible. I've learned so much. And I've seen another person who has a great, deep love for this state that is pretty incredible.

HUTCHISON: Herb, thank you very much.

SANTOS: I feel a little emotional when you had yours, so, I'll end it there. But I just want to thank you so much for allowing me to serve with you. And again, Nevada was in great hands. This whole Tourism Commission is incredible. And again, I go back and see the effect it has on the state. It's not just benefitting, casinos and stuff like that. It's benefitting mom and dad, who are paying less taxes because of the revenue that's increased by the great work that this group does. Thank you very much and I wish you the best. God bless you over the next course of your adventure and I look forward to seeing what it is.

HUTCHISON: Commissioner Santos, thank you very much. [applause] God bless you, my friend. Thank you. All right. Any other Commissioner comments under Agenda Item K?

NEWMAN: Yeah, it's me. You know, it's Don Newman and I've often said I've never met a microphone I didn't like. And I just hate to walk away. Can I-can I take this home with me? And I don't know what I would use it for but, you know, gosh, I don't want to let go. [laughing] Usually, people cry when I sing. And we're not singing any songs here. But although I'm leaving the state, I'm not really leaving the state.

A shameless plug on my behalf. I would be more than willing to represent any and all of you and the state of Nevada from my new location in the state of Idaho. So, although I'm leaving one state and going to another, I'm not leaving this state behind. If there's anything I can do going down the road, please reach out to me and include me in any opportunities that may be there. I updated the objective of my resumé, and it was mainly "to be relevant." Hopefully I can utilize all of my many years and remain relevant.

Don't be afraid to reach out to me. And Lieutenant Governor, we'll skip the formalities. Thank you for the wonderful letter. We'll just leave it as a "Thank you, Mark". That was very nice and quite a surprise and I enjoyed that. So, thank you.

HUTCHISON: Good. Well-deserved. And we'll send out the Idaho rep RFP. When is that coming out now? [laughing]

LAURSEN: The Idaho RFP.

HUTCHISON: Yeah. [laughs]

LAURSEN: A new market! [laughing]

HUTCHISON: Okay. Any other Commissioner comments under Agenda Item K? In Carson City, Las Vegas, or on the phone. All right. I'm hearing none.

Public Comment

HUTCHISON: That takes us to Agenda Item L, which is public comment. Are there any members of the public in Carson City who would like to address the Commission at this time?

NEBESKY: Brenda Nebesky. No, there are not. Oh, there is. I'm sorry, there is.

HUTCHISON: Come on up. Please state your name and we'll be happy to take your comment.

GALLI: Kat Galli for the record. I am the Tourism and Events Coordinator for the town of Tonopah. I heard so much about value, I couldn't help but scribble some notes while Kyle was doing his statistics. Because of the grants that the town of Tonopah has received in the last three years, we have been able to do advertising in the *Nevada Magazine*, radio, other print advertising, the Annual Tourism Guide. We have developed new brochures. We have banners on Main Street. We updated our website. And it is mobile-friendly.

Because of those grants, they allowed the town of Tonopah to spend our other revenues on playground equipment for all the parks, convention center updates such as new flooring, new bathrooms, all new Avia Equipment, which is huge for us. We built a new Visitor Center downtown. We built a stargazing park. All of that was made possible because we got grants. My position was created because of that. We have increased our room tax by 25% in the last two years alone. Received grants in the last three years.

So, we saw a return on investment after one year. Granted, there's other influences. We all know that the Clines have been a huge investor in the town of Tonopah with the Mizpah Hotel and the Belvada Hotel that's coming on line. But it is because of the grants. So, as a resident of Tonopah but also as an employee of the town of Tonopah, I thank each and every one of you for the opportunity to give the small towns grants. I want to publicly thank Christian because he's the one that pointed us in the right direction. Thank you. [applause]

HUTCHISON: Thank you so much. That's exactly the kind of reports we need to hear, and it encourages and inspires us. Thanks so much.

NEWMAN: Yeah, one quick comment. Don Newman for the record. Hanging on to the microphone. You know—

HUTCHISON: You were under Agenda Item K.

NEWMAN: -people are still talking about the hospitality that Tonopah rolled out during the past Rural Roundup. You two both did such a wonderful job. Well, the whole community treated everybody and shared with the whole state your community. So, it was a wonderful opportunity. Again, I encourage everybody to participate in Rural Roundup and the Governor's Global Tourism Summit. But Tonopah was well-represented and did a great job. Congratulations to you guys both on that past Rural Roundup.

HUTCHISON: Thank you, Commissioner Newman.

CASHELL: Yeah, before you hang up, I know I'm trying to be quiet. But I want to tell you that—

SPEAKER: Santa. [laughing]

CASHELL: Okay, I wore the wrong robe today. Jesus.

HUTCHISON: [laughs]

CASHELL: You and your staff have done a marvelous job. I've been so impressed of what y'all have done. And I want to be the first to welcome you to the Has-Been Club. [laughing] Every Lieutenant Governor. But you and your staff are really just marvelous people and thank you all for what you do and really appreciate it. Thank you.

HUTCHISON: Mayor, thank you very much. And of course, we all miss you at the helm at Reno and have admired you for many, many years. And of course, along with Brian Krolicki, you are a predecessor of ours and somebody who we look to as an example and a great public official and leader in Nevada. Thank you. All right. Are there any other members of the public in Carson City who would like to offer public comment? Anybody other than somebody named Don Newman? [laughing]

NEWMAN: [laughs]

HUTCHISON: [laughs] All right. Hearing none, are there any members of the public in Las Vegas who would like to present public comment? I'm hearing none here. We'll close out Agenda Item L.

Adjournment

HUTCHISON: We will move to agenda item M. Is there a motion to adjourn?

NEWMAN: Well, with much sorrow in my heart, I would make it a motion to adjourn this meeting on this December 17th, officially known as Don Newman Day. [applause and laughter]

HUTCHISON: All right. Do I have a second?

SANTOS: Herb Santos for the record. I'll second.

KROLICKI: By acclimation up here you have a second, sir.

HUTCHISON: All right. We'll take that by acclimation and we will depart. Not only gratitude for Don Newman, not only gratitude for the great work of the Commission and the great work of the staff of the Commission, but wishing you all seasons greetings, the very best this holiday season. And Godspeed and bless you all. Thank you so much. And with that we are adjourned.

NEBESKY: Okay. All right.

HUTCHISON: What a meeting.

The meeting adjourned at 3:59 p.m.

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

Paid Media Update

Director Search

DON'T FENCE ME IN

NEVADA

TravelNevada.com

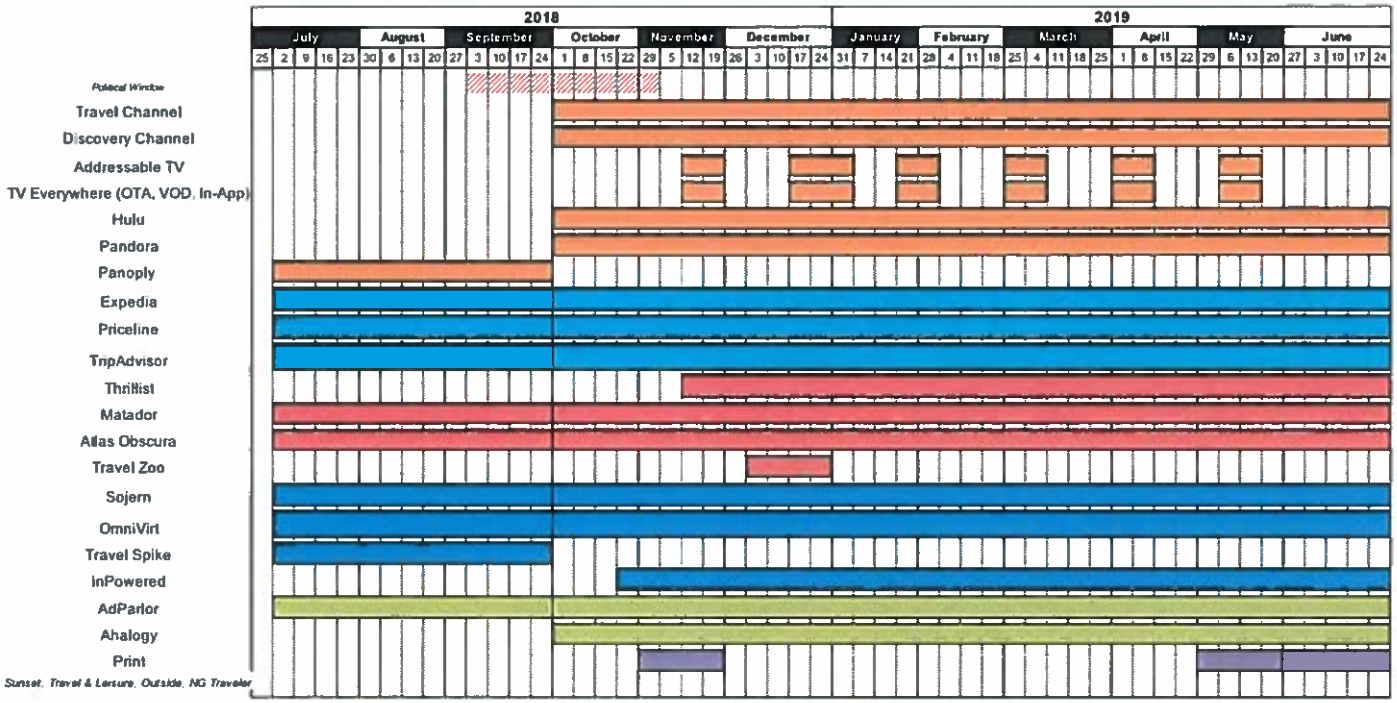
PAID MEDIA STRATEGY & FY19 APPROACH

CONNECTIONS STRATEGY

The over-arching media strategy is to reach consumers when they are in the five stages of the travel planning cycle. The mindset and planning stage of the audience guide the objective, element/placement and corresponding metric.

	DREAMER	PLANNER	DOER	AMBASSADOR
Objectives	Create Awareness & Encourage Engagement	Build Relationship	Choose Nevada Visit & Return	Become an Ambassador
Metrics:	Lift in ROI (Third-Party Studies), Impressions, Interactions, Interaction Rate, Video Views/Completions	Clicks, CTR, Site Traffic, On-Site Intent to Travel Metrics (eNews sign-ups, Travel Guide Downloads)	Referrals to OTAs, Site Goals	Social and Content Posting and Engagements

"ALWAYS ON" APPROACH



- With the growth of mobile and "micro moments" the dreaming and planning stages are occurring more frequently and less and less within easy-to-label seasons
- It is essential that we are "always on" in our communications with our audience to ensure we are there when they are looking for their next adventure

Adventure Mindset

Crave inspiration

Thirst for adventure

Culturally Active

Discover for themselves

Authenticity is important

Confident

Active

Social

Foster and cultivate relationships

Explorer

Personalization is critical

Resourceful








TARGET AUDIENCE:
"ADVENTURE STATE-OF-MIND"

Mindset:

- Those with a thirst for adventure. They like to discover what's over the horizon and like vacations that allow them to discover for themselves. They want conveniences (good meal, hot shower, memorable entertainment) but they want memorable adventures as well.

Core Geography:

- DMAs: Los Angeles, San Francisco, Phoenix, Salt Lake City, Boise, Dallas, Portland, Sacramento, San Diego

Adventure means many things to many people

- It could mean a road trip to somewhere new
- It could mean extreme rock climbing

FY19 CAMPAIGN OVERVIEW

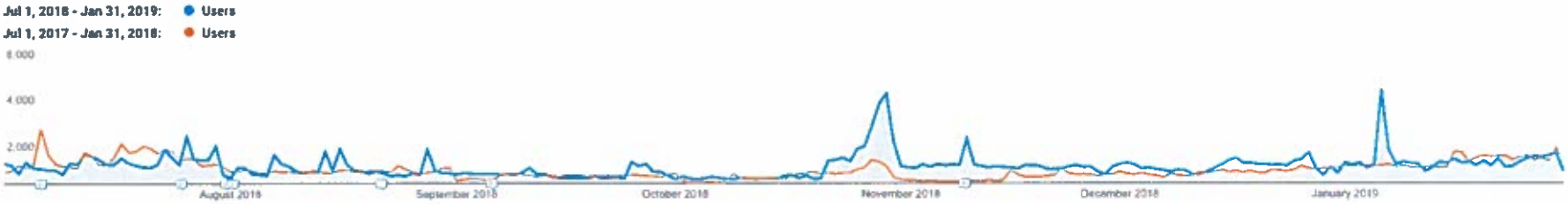
FY19 MEDIA PARTNERS & HIGHLIGHTS

Video/Audio	travel channel, Discovery Channel, hulu, pandora
Content	TRAVELZOO, matadornetwork, Atlas Obscura, THRILLIST
Social & Influencers	adparlor, facebook, Ahalogy
Programmatic	SOJERN, omnivirt, inPowered, travelspike
OTAs	Expedia, priceline, tripadvisor

OVERALL PERFORMANCE HIGHLIGHTS

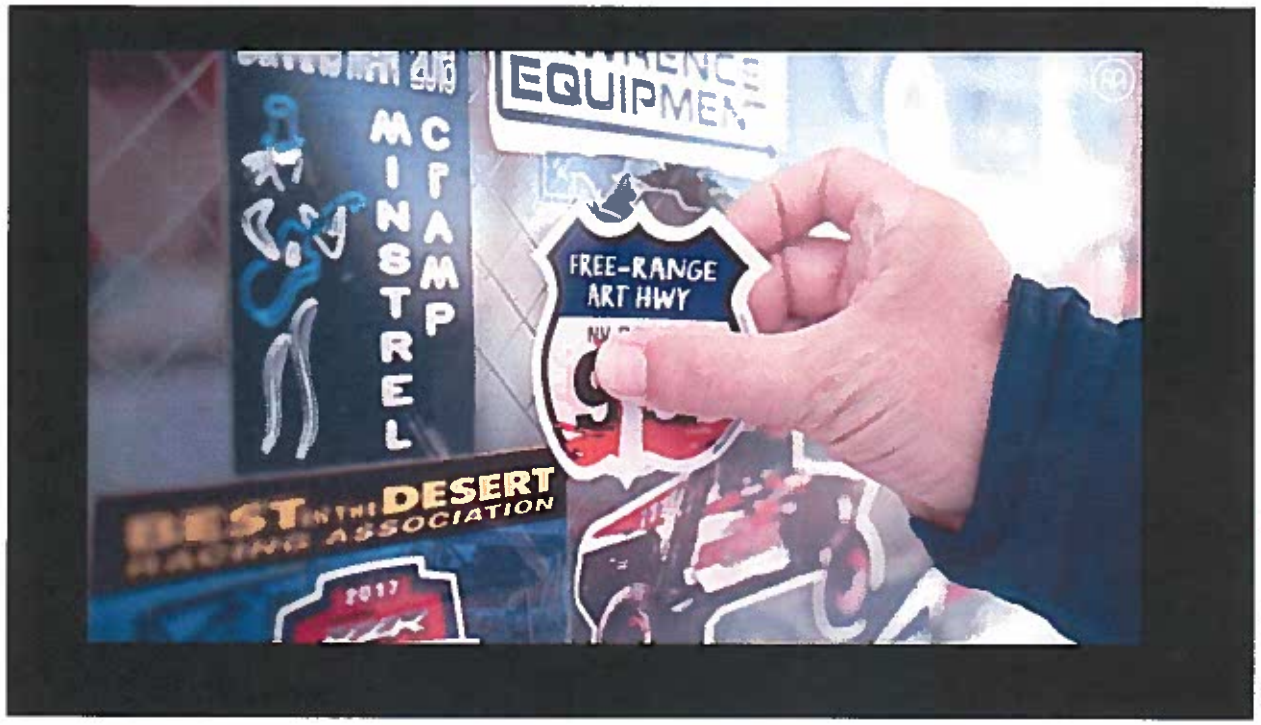
- Partners that drive the **highest awareness and reach** continue to be the OTAs and Omnivirt
- Native efforts continue to drive the **highest volume of traffic** in terms of sessions
- Despite the campaign ending in September – Travel Spike efforts **continue to drive incremental clicks, sessions and on-site conversions** (up 9 conversions since December)
- TravelZoo launched in full in January - showing significant uptick in sessions since December (from 1,457 to 9,719) and gamering a **significant increase in travel guide conversions** (from 53 through December to 326 through January)
- Social efforts continue to produce both reach and strong on-site engagement, with AdParlor continuing to drive the highest volume of on-site engagements, **accounting for 90% of all campaign eNewsletter conversions**

CAMPAIGN SITE TRAFFIC
(YOY COMPARISON)



Site Sessions	↑ 30%
New Users	↑ 35%
Bounce Rate	↓ 10%
Avg. Time on Page	↓ 8% (1:52 vs 2:02)
eNewsletter Sign-Ups	↑ 89% (1,730 vs. 916)
Travel Guide Views/Requests/Downloads	↑ 2% (18,828 vs. 18,395)
Account Creations	↓ 4% (24 vs. 25)

CONTENT FEATURE – MATADOR VIDEO



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Love Nest: Airstream adventure on Nevada's Free Range Art Highway
On your next trip, would you renew your vows and have a second honeymoon?

172,015 Views

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Most Relevant

Jesse Hon The both of you are amazing. Beautifully done.
Like · Reply · 5w

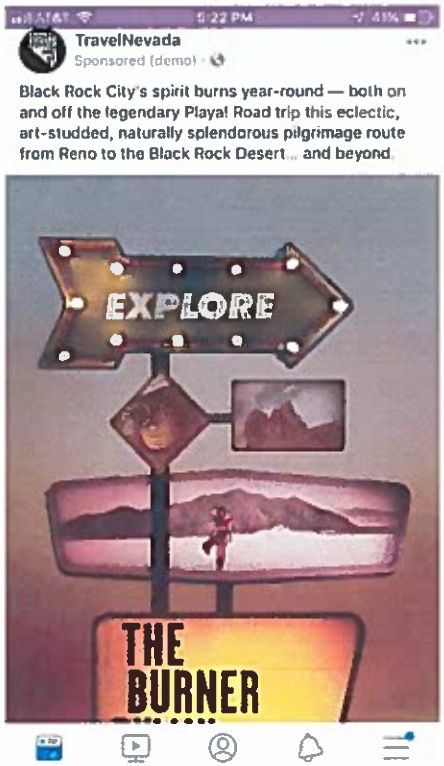
Scott Brannon Nevada's got road trip game like no other state.

Write a comment...

SOCIAL FEATURE – FACEBOOK CANVAS ADS

The Burner Byway

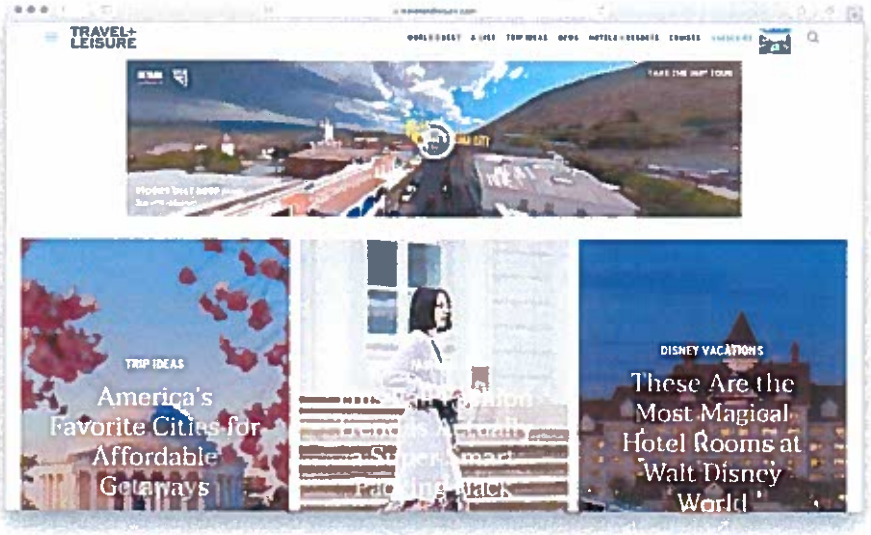
16.90 Sec.
Average View Time



Parks Adventure

24.26 Sec.
Average View Time

360° VIDEO FEATURE – OMNIVIRT EXTENSION



360º Video Banners

360º Opal Video Experience
San Jose Airport

CONTENT FEATURE – TRAVELZOO

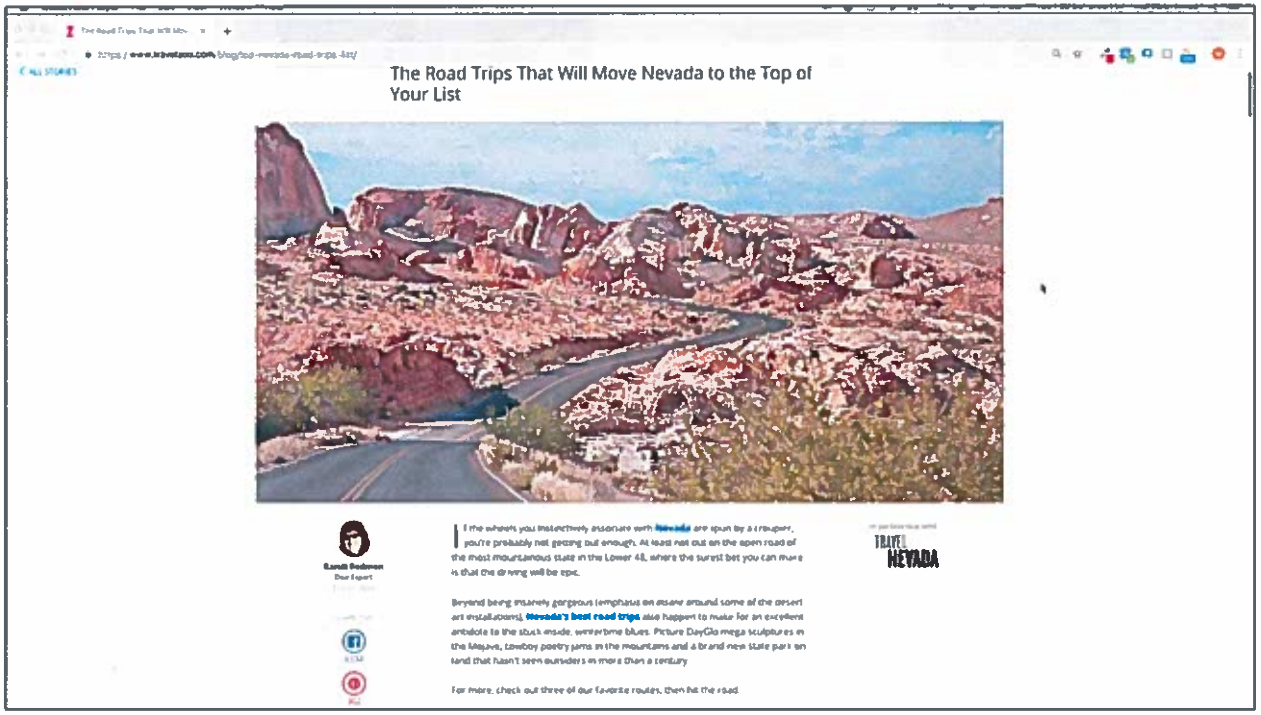
95,959
Pageviews

5:32
Avg. Time on Site

10,823
Clicks From Story
(to outbound links)

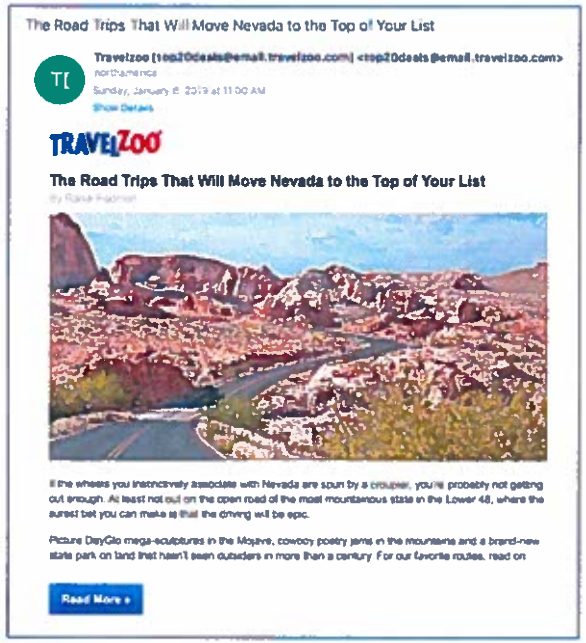
11.30%
CTR
(from story to links)

Free-Range Art Highway
Nevada Road Trips
Rhyolite Ghost Town
Top 3 Outbound Links



Measured period through 1/31/19

MEDIA DRIVERS – TRAVELZOO



15,958,446
Emails Delivered

1,219,767
Social Post Impressions

20,868
Social Actions

198,663
Video Views

48,060
Minutes Viewed

Measured period through 1/31/19

FY20 PLANNING

KEY CONSIDERATIONS

- Media Mix Matters
- Sojern Saturation
- Travel Spike Spikes
- Banner Behavior
- Explore New Geographic Markets

UNCLASSIFIED JOB ANNOUNCEMENT

Director, Department of Tourism & Cultural Affairs

RECRUITMENT OPEN TO:
This is an open competitive recruitment and is open to all qualified applicants. Please note that this position serves at the pleasure of the Governor and is appointed by the Governor from a list of three persons submitted to him through the Lieutenant Governor, by the voting members of the Commission on Tourism as well as the chairs of the boards of Museums and History, the Nevada Arts Council, and the Nevada Indian Commission.

AGENCY RESPONSIBILITIES:
The Nevada Department of Tourism and Cultural Affairs consists of the Division of Tourism, including Nevada Magazine, the Division of Museums and History, the Nevada Arts Council and the Nevada Indian Commission. The Department has administrative offices in Carson City and Las Vegas, as well as state museum locations in Carson City, Reno, Ely, Las Vegas, Overton and Boulder City.

APPROXIMATE ANNUAL SALARY:
Depending on qualifications, up to $127,906 annually, plus benefits* *(Salary range reflects retirement (PERS) contributions by both the employee and employer. An employer paid contribution plan is also available with a reduced gross salary.)*

BENEFITS:
The State benefits package includes a retirement system, paid health, vision, dental, life and disability insurance; 11 paid holidays, and paid sick and annual leave. Other employee paid benefits such as deferred compensation plans are available.

POSITION DESCRIPTION:
The director directs and supervises all administrative and technical activities of the Department, including coordinating its plans for tourism and cultural affairs, analyzing the effectiveness of those programs and associated expenditures, and cooperating with other governmental agencies that have programs related to travel, tourism and cultural affairs. The director attends all the appropriate meetings of the Department and reports regularly to the commissions, divisions council of the Department concerning the administration of its policies and programs.

TRAVEL:
Extensive travel within Nevada, within the United States, and within other countries is a requirement of this position.

TO QUALIFY:

- Degree from an accredited college or university with a major in Business Administration or Public Administration with studies in communications and/or marketing and ten years of experience in a closely related field; OR an appropriate combination of education and experience.
- A working knowledge and understanding of the tour and travel industry, in particular the Nevada product.
- Familiarization and geographic knowledge of the State of Nevada.
- Global perspective with emphasis in tour and travel.
- Experience in destination marketing.
- Innovative approaches to recognize and develop tourism potential.
- Ability to relate to people and groups of various cultural and economic backgrounds.
- Professional stature in the tourism and travel community.

POSITION LOCATION: Carson City, Nevada

LETTERS OF INTEREST AND RESUMES WILL BE ACCEPTED UNTILTHE POSITION IS FILLED
All letters of interest and resumes will be accepted on a first come, first served basis. Hiring may occur at any time during the recruitment process.

SUBMIT LETTERS OF INTEREST/ RESUMES/DIRECT INQUIRIES TO:
Agency HR Services
Attn: Rachael Harris
email to: agencyhr@admin.nv.gov
or mail to:
400 W. King Street, Suite 406
Carson City, NV 89703
PLEASE REFERENCE THE FOLLOWING IN THE SUBJECT:
Last Name/Tourism: Director/How you heard about this position

The State of Nevada is an Equal Opportunity Employer.

Agency Reports

TRAVEL NEVADA

DON'T FENCE ME IN

NEVADA DIVISION OF TOURISM

*SECOND FISCAL QUARTER (**OCTOBER THROUGH DECEMBER, 2018**), FY19 REPORT*

KEY INITIATIVES

1. EVOLVE THE BRAND

Research-Driven Integrated Marketing

- The **Economic Impact** Study was completed in October. The results and findings from the study were presented to the Commission by Adam Sacks at the December 17th Commission Meeting.
- The final results of the **FY18 Integrated Marketing Effectiveness Study** was completed in October. Based on the results, those who were exposed to TravelNevada's Integrated Marketing Campaign are much more likely to visit compared to those who are not aware of any marketing efforts.
- Staff attended Marketing Outlook forum in October, gaining insights on research trends throughout the industry. Since the event was in Las Vegas, sessions had a particularly compelling insight into Nevada-specific issues.

Paid Advertising/Creative Development

- As approved in the previous quarter, the **new consumer logo** for "TravelNevada" was presented. This logo simplifies the previous one, and incorporates "Don't Fence Me In" when appropriate for in-state and campaign-related efforts.
- TravelNevada launched our integrated 2019 media buy. While we continued with many known partners, we began new buys with companies such as Ahology and Thrillist. Content during this quarter included stories featuring Ely and Reno, an influencer video on Las Vegas' 18b Arts District, and a Matador video featuring the Free Range Art Highway, among others.

Digital Development

- **Noble Studios** began implementing a number of improvements identified during their discovery process. **A/B testing of personalized messaging** for repeat visitors was launched, as were some design tweaks to determine if changes to homepage could assist in e-newsletter subscriptions. **New content pages were submitted to support SEO efforts**, and developments were made to make TravelNevada.com **ADA-compliant**. Staff continued to work with Noble Studios to **refine site tracking and performance** in order to align with industry standards.

Public Relations

- The PR department filled an open position in October, hiring Tracie Barnthouse to coordinate international media relations and stakeholder engagement. Tracie most recently served as the publicist for the Atlantis Casino Resort Spa in Reno, and previously worked overseas in various public affairs offices within the Department of Defense.

- In October, staff coordinated the media portions of an integrated Consumer Trade/Media Mission to Dallas. Participating partners were given the opportunity to meet one-on-one with publications in the Dallas/Fort Worth Area, as well as appear on two different morning news programs.

- Staff attended World Travel Market (WTM) in London in November to meet with travel media in the UK. One-on-one appointments were scheduled over the course of the three-day show. Additionally, TravelNevada was represented at the British Guild of Travel Writers annual awards gala that precedes WTM.

- In conjunction with the Governor's Global Tourism Summit in November, staff coordinated local news coverage of the conference. The coverage highlighted the governor's farewell dinner as well as the strong tourism industry and its impact on the economy.

- As a Chairman's Circle member of the U.S. Travel Association, TravelNevada has a seat on the U.S. Travel Communications Advisory Council. Staff attended the council's semi-annual meeting in Washington D.C. in December. This meeting is an opportunity for members to hear firsthand about the issues that the U.S. Travel Association – and the national tourism industry – is facing and allows members to help craft the messaging around those issues. Top issues continue to be the funding and reauthorization of Brand USA, a leveling off of international visitation, and the renaming of the Visa Waiver Program.

Social Media

- The Division of Tourism hired a Social Media Strategist, Rachel Wright, who began in November 2018. This position moved to the marketing department, and will more heavily focus on aligning organic with paid efforts, along with managing and utilizing User Generated Content available to TravelNevada.

In-state Familiarization and Press Trips

- As part of the Governor's Global Tourism Summit, PR staff coordinated the Media Marketplace and post-summit media tour with journalists and PR reps from the agency's eight international markets. The media met one-on-one with summit attendees during the marketplace, then toured the Reno-Tahoe-Carson Valley region.

- To kick off the newly minted "Death Drive" route, which links Las Vegas to Death Valley, PR staff hosted several journalists on individual fams over the course of several weeks. Journalists were from a variety of outlets including Matador Network, VIA magazine, Life in Wanderlust blog, Gear Junkies, Playboy.com, and multiple social media influencers. The media exposure totaled a reach of 4.1 million readers, and the influencers have a combined audience of more than 450,000 engaged followers who generated more than 50,000 interactions with their Nevada content as of the end of January.

- In October, TravelNevada hosted a Swiss tour operator familiarization tour in conjunction with United Airlines with 14 agents, a representative from United Airlines, and TravelNevada's German rep Pia Holler. Nevada is the 2019 Destination of the Year with Swiss tour operator Knecht Reisen. The itinerary included Reno, Lake Tahoe, Virginia City, The Loneliest Road in America, Ely, Great Basin National Park, Boulder City, Pahrump, Death Valley and Las Vegas. Knecht Reisen has 30 store locations throughout Switzerland, so having the opportunity to have their agents experience Nevada personally should have a positive impact on the promotion.

- At the conclusion of the Governor's Global Tourism Summit, TravelNevada staff hosted 36 international and domestic buyers on a post-conference fam. The Northern Nevada itinerary

included visits to Lake Tahoe, Carson City, Virginia City, Carson Valley, Reno, Elko, Wells and West Wendover. The participants took a train from Reno to Elko where they were introduced to cowboy and Basque experiences. The itinerary included a stop in Wells, where the Chamber of Commerce hosted a reception for the group. The fam concluded in Salt Lake City with departures home.

Brand USA Cooperative

- The Brand USA Televisa brand awareness campaign ran in Mexico from August - October, 2018. After 3 months of campaign (August - October), more than 29.9 M impressions were delivered and 1.5M full views, with a performance of 1.7% in CTR and 87.2% in completion rate. 100% of the clicks were redirected to the landing page noticieros.televisa.com/viajes/visitausa/ with 340K users and 450K page views consumed. Desktop devices behavior reflected better responses for CTR and Completion Rate, with 1.45% and 89.1% respectively. Geographically, Mexico City presents higher CTR with 2.1%.

Domestic Sales Outreach

- October 3, 2018, TravelNevada joined forces with the Las Vegas Territory, the LVCVA and Spirit Airlines for an event aboard the Portland Spirit in Portland, Oregon. Fifty-eight travel agents and call center staff attended the event and were introduced to road trips in Nevada.

- TravelNevada attended the Travel Industry Exchange in West Palm Beach, Florida in October. This appointment based event brings together the nation's top travel agents and tour operators. Over the course of three days, TravelNevada met with 35 buyers for one-on-one appointments and had the opportunity to network with the 75 hosted attendees.

- TravelNevada along with seven Nevada partners attended the first of four domestic missions which included participation in the Mountain Time Expo in Dallas, TX. The mission also included a trade networking breakfast with 32 travel agent attendees, pre-arranged media engagements with NV partners and participation in a weekend adventure show targeting consumers.

International Sales Outreach

- TravelNevada lead a sales mission to Mexico and Guadalajara. The Nevada Partners who participated in the mission were Papillon, Reno-Tahoe Territory, Caesar's Entertainment and J&J Tours. The mission reinforced and elevated TravelNevada's presence in the marketplace directly with tour operators, travel agents, airlines, trade media and key industry partners. The mission included a hosted breakfast in Mexico City, a dinner event in Guadalajara, one-on-one appointments, training events with tour operators and travel agents in both cities. Partners who attended the mission had direct contact with 130 tourism professionals.

- Staff attended RTO Summit East in Orlando, October 24 – 26, 2018. This was an appointment-based show which resulted in TravelNevada staff meeting thirty-three international tour operators. Staff introduced the Nevada Road Guides during the appointment sessions. TravelNevada was offered a free spot in a new Destination USA publication by a top seller of US Travel from Brazil.

- TravelNevada was a co-exhibitor with the LVCVA for WTM London, the premiere Travel/Trade show for the United Kingdom's travel industry. TravelNevada is working hand-

in-hand with our in-country UK rep to ensure quality appointments and maximize the opportunities available during WTM. We were able to have quality meetings with UK Tour Operators to generate sales and marketing opportunities to maximize our efforts to attract visitors from the United Kingdom as well as reinforce relationships gained through fam trips and sales missions.

- The Governor's Global Tourism Summit was held at The Row, in Reno. Trade Marketplace had a total attendance of 48 buyers. Twenty of the buyers came from the domestic market and 28 from the international markets (Australia, Canada, China, India, France, Germany, Latin America, UK). This was the first year that the trade and media marketplaces were combined giving partners an opportunity for eighteen appointments.

- Request for Proposals went out for international market rep firms for Inda, the UK and France during the last quarter. The top three vendors from each of these markets will be invited to present their marketing plans to a committee beginning January via video conferencing. Four-year contracts will be awarded after the process is completed.

2. ENHANCE PARTNERSHIPS

- Rural Programs Manager, Shari Bombard attended The Experience Lab presented by Joe Veneto in Minneapolis. The focus of the conference was creating and developing experiences for rural destinations.

- December 3-7, 2018 TravelNevada participated in the American Cup Golf Invitational (ACGI) which was held in Las Vegas, Nevada. The American Cup Golf Invitational is an exclusive, invitation-only international travel industry event that brings together senior level decision makers from selected travel buyers, airlines and media agencies from around the globe. Celebrating its 4th anniversary this year, the ACGI made its first venture into Nevada giving TravelNevada an opportunity to co-sponsor with the LVCVA.

  The event combines destination education along with one-on-one appointments and strategic pairings to maximize the opportunities to network with travel industry executives relevant to our markets. During this event, we had the opportunity to meet with approximately 100 participants from China, Japan, Taiwan, Korea, Australia, Brazil, Canada, Spain, France, Germany, Switzerland, Mexico, United Kingdom and the United States.

<u>Industry Partner Portal</u>

- In efforts to keep TravelNevada.com efforts current, staff has been visiting communities to update assets. Last quarter, hundreds of new photo assets and 45 new POIs were built for **Virginia City.** A massive update was made to events listings as well, with nearly **200 annual events** being added to the site for 2019. While existing partner accounts continue to add content to the portal, new users have lost traction; those partners who have active accounts on the portal continue to enhance their listings.

3. ADVOCATE FOR THE INDUSTRY

- Staff completed work with tax authorities across the state and developed a report on **how lodging taxes were specifically allocated** in fiscal year 2017. Findings show that lodging tax money does not just go to promote tourism in the state, but also provides benefits to local communities such as support for schools, parks and recreation, economic and community development, local police and fire departments through the supplementing of general funds, and more.

4. ENGAGE STAKEHOLDERS

Leading up to the 2019 Legislative Session, staff continued to update visitor stats and talking points. Meetings with newly elected legislators were scheduled, and planning began for the 2019 Tourism Day at the Legislature.

5. RUN AN EFFECTIVE BUSINESS

- During September 10 through October 10, the Rural Programs Manager, Shari Bombard attended the Reno-Tahoe, Las Vegas, and Nevada Silver Trails Territory meetings. She also presented at the Nevada Museums Association Conference in Boulder City speaking on the topic of "Working Together – Museums and Tourism". Conference attendees were given information on everything that TravelNevada does, how to work with us, how to work with their local tourism professionals, chambers, and visitors bureaus, how to register through the partner portal to add themselves to our website, the Rural Marketing Grant Program, as well as Projects Related to Tourism Grant program, and the benefits of joining their territory.

- On December 17, 2018, the Commission on Tourism approved 84 grant recipients for a total of $643,797.00 awarded for the 2nd Cycle 2019 Rural Marketing Grant Program. These funds are crucial to our rural communities, providing matching funds to assist our rural partners in marketing their destinations.

<u>Nevada Magazine</u>

- *Nevada Magazine* produced the September/October and November/December editions covering the Camel Safari, Cowboy Fast Draw Competition, Walker River State Recreation Area, Howard Hughes, our 2018 Made in Nevada Gift Guide and a Farewell to Governor Sandoval.
- The last two planned articles of the train series with Locomotive Calamities and V & T's Coach #17 were completed.
- The magazine's Great Nevada Picture Hunt had more than 2,200 entries from 500+ photographers
- *Nevada Magazine* hosted the third day-long photo symposium which was held at the Brewery Arts Center with five speakers and over 80 attendees.
- *Nevada Magazine's* newly re-designed website was launched containing archives and more interactivity.

AGENDA

www.ruralroundup.com

RURAL ROUNDUP
| APRIL 10-12, 2019

WEDNESDAY, APRIL 10

REGISTRATION

12:00 pm to 5:30 pm

Fallon Convention Center

OPTIONAL ACTIVITIES

Sponsored by: City of Fallon

- **Optional Activity A – Drag Racing**
  2:00 pm to 5:00 pm
  Top Gun Dragstrip
  - Participate in an activity that is true to Fallon's history! Get behind the wheel and come race cars, donated by Fallon Ford Toyota, at Top Gun Dragstrip. Drag Racing began in Fallon in the early 50's. A group of interested drivers began racing wherever they could find strips of pavement long enough to accommodate them. When it became apparent that racing was going to happen with or without a track, Fallon embraced the fun! Top Gun Dragstrip is located 15 miles east of Fallon on U.S. Highway 95. It is equipped with state-of-the-art computerized staging and timing equipment, seating for 3,000 spectators, a staging area for more than 600 racers, and a walkway over the track to the grandstand area. Food and non-alcoholic drinks will be provided.
- **Optional Activity B – OHV Guided Tours**
  2:00 pm to 5:00 pm
  Start at TBA. End at Sand Mountain. Various trails to choose from. All with different time durations.
  - Go out trail riding in the desert at 2, be back in the City washed up and ready for cocktails at 6. This is Fallon. We have almost endless possibilities of trails to ride for hours that are close enough to the City so you can easily make it home before dark. Come experience the beauty of Fallon's rural community and go on a guided OHV trail ride. There will be a few mapped-out trails with different time durations and guides to lead the way on each trail. All trails will begin at (location TBA) and end at Sand Mountain. The 600-foot-high, 2.5-mile-long sand dune is an off-road playground you will not want to miss out on. To-go sack goodies will be provided along with a cooler of non-alcoholic drinks for the trek.
- **Optional Activity C – Make and Take**
  2:00 pm to 5:00 pm
  Old Post office or City/County Gym
  - Come sip on wine & spirits, snack on local goodies and make a rustic/farmhouse treasure of your very own with the ladies of Back Roads Vintage Market. Choose from 2 different Nevada "home" signs and a Nevada wall bottle opener. If you have time you can make all three! These three items have limitless possibilities. You can make them as pictured, or put your own spin on them to truly make them your own. Back Roads Vintage Market was started in Fallon by two rural, but sassy soul sisters, Jen and Jess. They have a twice-yearly market, (a Fall market in Fallon and a Spring market in Reno at Ferrari Farms), that features vendors who specialize in antiques, repurposed furniture, farmhouse/vintage inspired decor, and much, much more. We are so excited to share their passion for rural Nevada "junk" with you! If you do not have room in your suitcase to get your treasures home, the City of Fallon will ship them to you.
- **Optional Activity D – Trap Shooting**
  2:00 pm to 5:00 pm
  Fallon Trap Club
  - Come relive the past, or learn a new skill at one of the best Trap Shooting facilities in the State of Nevada. The Fallon Trap Club offers trap and skeet shooting. In trap shooting the target is launched from a single house away from the shooter. In skeet shooting two targets are launched from two houses in different paths that intersect in front of the shooter. Both of these options will be available to you to choose from. Instructors will be on site and will provide guns and ammunition for all who attend. There will also be food & non-alcoholic drinks provided.

2:00 pm

OPENING RECEPTION

Sponsored by: City of Fallon

Come and be amazed by an absolutely incredible space right here in Fallon! Housed in a lovingly restored historic building, the Art Center includes a 350-seat proscenium theatre, which has been described as the finest small performing arts house in Nevada, and over 3,000 square feet of gallery/exhibition space. The building has dramatically augmented Churchill Arts Council's efforts to enhance the cultural and social life of the community and region by providing educational and experiential opportunities in the arts on a variety of levels.

6:00 pm
Oats Park Art Center

THURSDAY, APRIL 11

REGISTRATION
7:30 am to 5:00 pm
Lobby, Fallon Convention Center

CONTINENTAL BREAKFAST
Sponsored by: Certified Folder
7:30 am
Fallon Convention Center

WELCOME AND GENERAL SESSION
Sponsored by: Noble Studios

- **Advancing New Tourism Experiences In Rural Destinations**
  Andrew Grossmann, Destination Management Specialist – Travel Oregon
  - The best destinations understand their competitive advantage and work together to advance projects that enhance visitor experience and protect the assets that make them unique. Learn about how Travel Oregon is partnering with destinations across Oregon to develop and promote new experiences that bring visitors off the beaten path and into rural communities and natural landscapes.

8:30 am
Main Room, Fallon Convention Center

REFRESHMENT BREAK AND SPONSOR EXHIBITS
Sponsored by:
9:45 am
Lobby, Fallon Convention Center

CONCURRENT SESSIONS

- **Wrangling Media — Get Them There, Help Them Listen, and Control Your Message**
  Presented by: Bethany Drysdale
  - The media have a job to do and a story to tell. And so do you. How do you pitch your story to journalists in a way that will make them listen? How do you maintain control of an interview? How do you ensure that your story comes out the way you want? Learn tips on how to pitch a newsworthy story and how to control your message with the media.
- **How We Did It — Success Stories**
  Presented by: Kat Galli, Valerie Serpa, Deny Dotson
- **What in the World? An International Market Update**
  Presented by: Rafael Villanueva
  - If they are coming to Las Vegas, why shouldn't they visit you? Find out what markets Las Vegas is focused on and how Brexit and the trade wars could affect future travel.
- **Grants and Programs 101 (Nevada Arts Council and Nevada Humanities)**
  Presented by: Tony Manfredi, Stephanie Gibson
  - In this session learn about grants and programs offered by the Nevada Arts Council and Nevada Humanities – all viewed through a tourism lens.
  - *Nevada Arts Council Description* – TBA
  - *Nevada Humanities* – The mission of Nevada Humanities is to connect and transform communities by sharing and amplifying the stories, ideas, experiences, and traditions of the diverse people of Nevada. The work we do, including grant-making to organizations throughout Nevada and our many programs (such as the Online Nevada Encyclopedia, Nevada Humanities Exhibition Series, The Salon & Pop-Up Salons, Nevada Humanities Literary Crawl, Las Vegas Book Festival, etc.) helps to contextualize our stories, our communities, and the ways in which we talk about our state.

10:00 am
Western Nevada Community College

REPEAT CONCURRENT SESSIONS
11:00 am
Western Nevada Community College

LUNCHEON

Sponsored by: State Grants Office Presentation

Presented by: JoVon Sotak

12:15 pm

Main Room, Fallon Convention Center

CONCURRENT SESSIONS

- **Grants and Programs 101 (USDA and Nevada State OHV Program)**
  Presented by: Kelly Clark, Holly Smith
  - In this session learn about grants and programs offered by the USDA and Nevada State OHV Program – all viewed through a tourism lens.
  - United States Department of Agriculture (USDA) – Learn about USDAs Rural Business Development Grant- for economic impact studies and revolving loan funds in rural areas (some have supported tourism), USDA Community Facilities Direct Loan and Grant – to fund museums, libraries, some trails and visitor facilities in rural areas, and the Outdoor Recreation Economy Resource Guide.
  - Nevada State OHV Program – The Nevada State Parks Recreational Trails Program and Nevada OHV Program lie within the Nevada Department of Conservation and Natural Resources. They provide grants to local governments and other entities for motorized and non-motorized recreational trail projects. The types of projects funded include Planning, Trail Construction and Maintenance, Signage, Education, Law Enforcement, Mapping, and more. The Nevada Trails Mapping Collaborative Project will enhance recreation options for underserved communities by promoting use of authorized motorized and non-motorized trails. Access to accurate trail maps in various map formats is critically important to outdoor recreation promotion efforts and ultimately driving tourism in underserved communities around the state.
- **Grants and Programs 101 (SHPO, GOED)**
  Presented by: Karyn de Dufour, Patty Herzog
  - In this session learn about grants and programs offered by the State Historic Preservation Office (SHPO) and the Governor's Office of Economic Development (GOED) – all viewed through a tourism lens.
- **Exceeding Visitor's Expectations with "Back to Basics"**
  Presented by: Bruce Jabbour
  - During this exciting session, we will get back to basics from when visitors make a decision to take a vacation and commit to sharing their precious time with you and your destination and how your positive interactions are crucial to your businesses.
- **Effective Marketing on a Budget**
  Presented by: Panel — Robyn Veach – Lucky Spur Saloon and TBA – Western Folklife Center

2:00 pm

Western Nevada Community College

REPEAT CONCURRENT SESSIONS

3:00 pm

Western Nevada Community College

REFRESHMENT BREAK AND SPONSOR EXHIBITS

Sponsored by: D4 Advanced Media

3:45 pm

Convention Center Lobby

GENERAL SESSION

Sponsored by: Las Vegas Convention and Visitors Authority (LVCVA)

- **ROI Results In Working with the International Travel Trade/Inbound Operators**
  Presented by: Jennifer Ackerson
  - IITA's Inbound Insider Steps to Success session is a great opportunity for all attendees (DMOs/BIDs/Chambers, Accommodations, Tours/Attractions/Activities, Arts/Cultural Institutions, Dining, Transportation, Retail/Services) and will assist you in attaining more international visitors to your destination and its' stakeholders businesses. Jennifer Ackerson of ALON Marketing Group will lead this engaging seminar.
  - Travel trade business is long-term, repeat, and turn-key business once you develop your understanding! It's also trackable. This session will provide:
    - A valuable look at why working with the international travel trade is critical to and a strategic decision in developing core tourism business to your destination
    - Provide an achievable step-by-step approach on how to prepare for this business
    - A look at how everyone can work together to be successful in attaining this new business efficiently and effectively
  - *Background*: IITA launched the Inbound Insider Steps to Success education program, a series of seminars and workshops created to help DMOs and suppliers get prepared, then work with, inbound operators from development to marketing. Powered with expertise from ALON Marketing, IITA's Inbound Insider Steps to Success program is designed to be a win-win-win for the inbound travel industry. Destinations benefit because the

program helps close the sales loop with travel trade, using bonified, sellable itineraries, products and services. Individual suppliers benefit from the Steps to Success program because it helps them to prepare stakeholders with the necessary tools to support their destination marketing goals. And finally, inbound operators and the travel trade reap the benefits of true partnerships, where destinations and suppliers are prepared and ready to support your client's needs.

4:15 pm
Main Room, Fallon Convention Center

WINE TASTING (SANDERS WINERY AND FREY RANCH)
Sponsored by: Sanders Winery
6:15 pm
Lobby, Fallon Convention Center

VOLUNTOURISM AWARDS DINNER
Sponsored by:
7:30 pm
Main Room, Fallon Convention Center

FRIDAY, APRIL 12

GENERAL SESSION — BREAKFAST BUFFET
Sponsored by:

- **Main Street and Tourism: Fostering Thriving, Vibrant Communities**
  Hosted by the Nevada Governor's Office of Economic Development (GOED)
  Presented by: Kathy La Plante
  - Main Street programs in Nevada and across the county are positioning themselves at the economic hubs of their communities and attracting investors, businesses, and visitors to these unique one-of-a kind historic districts, filled with locally owned small businesses and independent restaurants. . From leading the restoration of entire city blocks to cultivating a new generation of entrepreneurs, changemakers across the country are transforming communities and breathing life into the places we call home. We invite you to explore these success stories illustrating the range and depth of work across the nationwide Main Street America Network, and how these districts can complement any community's tourism strategy.

8:30 am
Fallon Convention Center

CONFERENCE CONCLUDES
10:00 am