



NEVADA COMMISSION ON TOURISM

**Wednesday, March 18, 2020
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 18, 2020 – 1:00 P.M.

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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*

Kristin Windbigler*

*Voting members

RSCVA Representative*

Mike Vaswani*

Cynthia Mun*

Julie Pazina*

Steve Hill*

Pam Robinson*

Bob Stoldal

Edward Estipona

Brian Wadsworth

THIS MEETING IS IN COMPLIANCE WITH THE "NEVADA OPEN MEETING LAW" AND HAS BEEN PROPERLY NOTICED AND POSTED AT FOUR OR MORE OF 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. Welcome to New Commissioner(s)

C. 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.

D. **For Possible Action** – Approval of Minutes

Approval of the December 11, 2019 NCOT Meeting Minutes

E. Discussion Only - US Travel's IPW and COVID-19 Updates

F. For Possible Action – Projects Related to Tourism Grants

Review and Approval of grant applications for projects related to tourism. \$481,384.79 in grant funds were requested from 27 organizations. 31 grant applications were received and 24 grants were awarded for total FY20 funds available of \$200,000.

The 2001 Nevada Legislature through Senate Bill 583 amended NRS Chapter 231 to establish the "Projects Relating to Tourism" (PRT) grant program. The program is designed to develop publicly owned property, facilities and infrastructure within Nevada to support and attract visitors to this state. The program is administered by the Nevada Division of Tourism. Recommendations for grant funding are made by the PRT Review Committee which consists of the Rural Programs Manager from the Division of Tourism, plus three members from the territories. Recommendations are presented to the Nevada Commission of Tourism for final approval. (Grant guidelines are available at TravelNevada.biz)

Proposed motion: The Nevada Commission on Tourism approves the expenditure of \$200,000 for the FY20 Projects Related to Tourism Grants to the recipients as outlined in the staff recommendation (or as revised per Commission discussion).

G. Discussion Only - Nevada Division of Outdoor Recreation, Colin Robertson, Administrator

H. Discussion Only – Update on LCB File No. R080-18 Proposed Regulation

I. Discussion Only - Agency Reports

I 1. Chair Report

I 2. Division of Tourism

I 2.1 Staffing Changes / Updates

I 2.2 Quarterly Staff Update

I 2.3 Budget Update

I 2.4 Destination Development Program / Cabinet Subcommittee

I 2.5 Marketing – New Commercial Spot

<https://www.dropbox.com/sh/x7pqnnjj0fy1j9c/AAABenNuxJQ08vZLFBvQcCoba?dl=0>

I 2.6 Marketing – 2020 Visitor's Guide

I 2.7 Rural Roundup Preview

J. Discussion Only - Upcoming Meetings

Tuesday, June 23, 2020 1:00 p.m.

Wednesday, September 23, 2020 1:00 p.m.

Wednesday, December 9, 2020 1:00 p.m.

K. Commissioner Comments

L. 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.

M. 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 11, 2019
NCOT Meeting

Draft Minutes
For Approval



**MINUTES of the NEVADA COMMISSION ON TOURISM
December 11, 2019**

The Nevada Commission on Tourism held a Commission meeting at 9:00 a.m. on December 11, 2019 at 401 N. Carson Street, Carson City, NV 89701 and by phone conference.

Call to Order

Lt. Governor Kate Marshall, Chair, called the meeting to order at 9:03 a.m.

Commissioners Present:

Lieutenant Governor Kate Marshall, Chair
Cindy Carano, Vice Chair
Phil DeLone
Herb Santos, Jr.
Brian Krolicki
Cynthia Mun
Pam Robinson
Edward Estipona
Bob Stoldal
Julie Pazina
Kristin Windbigler

Commissioners who are absent/excused:

Richard Arnold
Mike Vaswani
Steve Hill

Staff present:

Brenda Nebesky, Deputy Director
Dee Chekowitz-Dykes, E.A.
Shari Bombard, Rural Programs Manager
Justin Taruc, DAG
Stacey Montooth, Nevada Indian Commission

Roll Call and Determination of Quorum

MARSHALL: Hi guys. It's 9:03, so let's get started. I don't normally start late. All right, so let's see where we are. Let's call the meeting to order, Wednesday, December 11th, 2019 at 9:03. So, the first thing I want to know is whether the meeting was properly noticed and posted.

DYKES: Lt. Governor, Dee Dykes for the record. the meeting has been properly posted in accordance with NRS Open Meeting Law at seven locations and on three websites.

MARSHALL: Thank you. Can you call the roll, please?

DYKES: Yes. Lt. Governor Marshall?

MARSHALL: Here.

DYKES: Cindy Carano?

CARANO: Present.

DYKES: Commissioner DeLone?

DELONE: Present.

DYKES: Commissioner Steve Hill. Commissioner Santos?

SANTOS: Present.

DYKES: New Commissioner, Julie Pazina?

PAZINA: Here.

DYKES: Commissioner Vaswani. Commissioner Krollicki?

KROLICKI: Present.

DYKES: Commissioner Cynthia Mun.

MUN: Here.

DYKES: Commissioner Robinson?

ROBINSON: Here.

DYKES: New Commissioner Kristin Windbigler?

WINDBIGLER: Present.

DYKES: Our non-voting members, Edward Estipona?

ESTIPONA: Here.

DYKES: Richard Arnold, and Mr. Stoldal?

STOLDAL: Here.

Welcome to New NCOT Commissioners Pazina and Windbigler

MARSHALL: Thank you. As people in the audience could hear, we have some new members and I wanted to give them a chance to say hello. So, Julie Pazina, if you wanted to introduce yourself, we're very, very happy to have you.

PAZINA: Thank you so much. It's wonderful to see you from the distance, from Vegas to Carson City. Thank you so much for the honor of joining the Commission. For those of you that I haven't met, my name is Julie Pazina. I'm a part of the hospitality community here in Las Vegas; former president of the Las Vegas Hospitality Association; active member of the International Association of Exhibitions and Events; and the International Association of Venue Managers. And thrilled to have the opportunity to serve Travel Nevada, the Commission on Tourism and really the state of Nevada as a whole. So, thank you so much for having me.

MARSHALL: Thank you and thank you for coming. Kristin, do you want to say something?

WINDBIGLER: Hi everyone. I'm Kristin Windbigler. I'm the Executive Director of the Western Folklife Center in Elko, Nevada. I am just so thrilled and honored to be invited to join this Commission and I'm really eager to serve the people in Nevada.

MARSHALL: Thank you. Did I miss someone? No. I think that's lovely. All right, that was Agenda Item Number A.

Public Comment

MARSHALL: Agenda B, Item Number B, so we have public comment. Please note that we have public comment twice in the beginning and public comment at the end, so if there's something that happens during the Commission meeting and you would like to comment on that, you are welcome to comment at the end. No worries. But do we have any public comment now, up here in Carson City? All right. Do we have any public comment in Las Vegas?

PAZINA: No, we do not.

MARSHALL: Thank you, and on the phone? No, all right. So, don't forget, you will your chance at the end if something happens that you wanted to comment on.

Approval of Minutes

MARSHALL: Moving to Agenda Item Number C, approval of minutes from July 12, 2019. Do we have any edits, corrections, thoughts, perspectives?

SANTOS: Herb Santos, for the record. Just on the September 24th meeting minutes, on page 46, I think it may have taken a word—it just doesn't make sense where it says, "and if I understood the process that's going to happen it seems that it has taking the consensus of the Commissioners to provide recommendations," I think it would have said taking away the consensus of the Commissioners to provide recommendations. So, I would ask consideration that we put "away" in between the word taking and the, the word away.

MARSHALL: Okay. Any other edits. All right, then did you want to make a motion, Herb, with your amendment?

SANTOS: Sure, I would move that we approve the July 12, 2019 NCOT Meeting Minutes and approve the September 24, 2019 NCOT Meeting Minutes with the one edit on page 46 of, including the word, away, be—in the third paragraph between the words taking and the.

MARSHALL: All right, do I have a second?

ROBINSON: Second.

MARSHALL: Second from Pam. Any discussion?

MARSHALL: Hearing none, all those in favor signify by saying, aye.

GROUP: Aye.

MARSHALL: Any opposed. Minutes are approved.

FY20 2nd Cycle Rural Marketing Grants Recommended Allocation

MARSHALL: Agenda Item Number D, I kind of skipped a little bit, did D after A. Anyway, whatever. Welcome. Not the most formal person, okay. Agenda Item Number E, Fiscal Year 22nd, Cycle Rule Marketing Grants. Hi.

ROBINSON: Madam Chair.

MARSHALL: Yes, go ahead.

ROBINSON: Before Shari starts, Pam Robinson. If I could just say that—first of all compliments to Shari and Christian and their staff and the territory chairs for going through a pretty significant process to get to this cycle of the Rural Grants. It was not easy, but they put in a lot of work and were thorough and had good comments and reasons for all of the decisions they made. As we went through those meetings, just wanted to let you guys all know beforehand that there was a lot of thought that went into this and thank you for your hard work.

BOMBARD: Thank you very much.

MARSHALL: Thank you, Pam.

BOMBARD: For the record, my name is Shari Bombard and I am the Rural Programs Manager for Travel Nevada. Good morning, Lt. Governor Marshall and members of the Commission. It is my pleasure to present to you the Fiscal Year 2020 Second Cycle Rural Marketing Grant Recommendations.

In this cycle, we received 97 applications requesting \$814,575.38 in funding. We were able to provide funding for 56 of those requests, totaling \$301,575. I would like to point out that although the amount requested was \$814,000, the full budget for the projects was \$2,134,670. These funds are vital to these communities and many projects would never happen without them, but the communities also invest a huge amount of their own time, money and in-kind contributions to these projects.

Besides the actual dollars, our grants are exceptionally important because they act as a force multiplier helping keep our partners engaged and thinking about marketing. Improve our relationships all over the state; inspire new projects and ideas; increase commitment and tracking since they have to report back; and, they invest more funds than they are requesting from us contributing to their local economies as well as to the state.

Besides the grant workshops I hosted last year, I have also been focusing on outreach to continue to increase awareness of our grant programs as well as everything else that Travel Nevada does. Between July and the first part of October, I worked in 28 Nevada towns. Due to this outreach, I expect the grant application numbers to climb even more.

After the initial recommendations were made by staff, the Territory Advisory Committee consisting of five of the six territory chairs, Rural Commissioner Robinson, Director of Sales and Industry Partners, Christian Passink and myself. We met on November 15th and discussed the projects page-by-page, line-by-line until we were able to reach a consensus. These grant recommendations are being presented to the Commission with the endorsement of the Territory Advisory Committee. If there are questions or comments, I am happy to address them and then respectfully ask for a motion to approve the 2020 Second Cycle Rural Marketing Grant Recommendations so we can notify the applicants.

MARSHALL: Shari, for some reason, I don't have the grant sheets. I don't know why.

CARANO: Cindy Carano for the record. I did not get them in my packet either.

MARSHALL: So, does everyone have this because I didn't have this.

MARSHALL: I know, I didn't get it. Do you guys have it down there?

PAZINA: Yes, we have it in Vegas.

MARSHALL: Okay, I don't know what happened. So, do you have one now?

CARANO: Yeah, well, I'm sharing.

BOMBARD: There you go.

MARSHALL: Okay. Sorry, Shari.

BOMBARD: Oh, no. That's okay.

MARSHALL: Can you maybe highlight some of the ones that maybe are most exciting to you?

BOMBARD: Yes. Let's see. I was really excited. Now, I need to find it.

DELONE: And I also have a question. Just of all these grants, how many are repeats from last year?

BOMBARD: From last year, like, at this same time, or last cycle?

DELONE: Yeah, last cycle.

BOMBARD: There were a couple. Specifically, would be West Wendover had requested money for print advertising as well as for television and because they had received funds last time, even though they were cut, they were cut fully this time. So, that was denied fully this time just due to lack of funds. But they still completed the project already. They just weren't able to do it to the full capacity that they wanted to.

So, and that happened a few times, but a lot of them were new ones, or they were repeats from a year ago. A lot of them are consistently doing print advertising. They're consistently doing television advertising; they're consistently updating websites and doing events and all those sorts of things. So, yes, they repeat, but then there's also different ones as well.

MARSHALL: What page was that on?

BOMBARD: Oh, the West Wendover one. Or which one do you mean?

MARSHALL: The West Windover.

BOMBARD: The West Wendover, they're on page one actually. That's Cowboy Country.

MARSHALL: Okay. Thank you.

TARUC: This is Justin Taruc, DAG in Vegas. We can't hear if someone's speaking. I'm sorry.

STOLDAL: Was there some issue with the Northern Nevada Railroad, some audit? And has that been cleared up?

BOMBARD: I will defer to Brenda for that question.

NEBESKY: For the record, Brenda Nebesky. There is some pending litigation in regard to that, and we're kind of reluctant to talk about it in a public meeting. But that problem is being pursued.

STOLDAL: Okay, thank you.

MARSHALL: Kate Marshall for the record. Bob, let me just add, so basically at the last meeting, right, it came up that there was some inconsistencies in following through the grant monies, how they were spent et cetera for Ely, and for the railroad entity in Ely that is not the state entity and it was a while ago, right. But that has all been referred to the attorney general's office. We understand that the attorney general's office is pursuing an investigation. Once it gets into the investigative mode, that's out of our hands then, right.

STOLDAL: I understood a part of that, but are they eligible still to get grants?

BOMBARD: At this time, no.

STOLDAL: Okay, thank you.

MARSHALL: We normally wait if someone's under investigation, we might hold off on grants.

BOMBARD: Yeah, okay.

MARSHALL: Herb, did you want to comment?

SANTOS: Yeah, thanks. Herb Santos for the record. In looking at the folks that didn't get funding because they're maybe been a low priority in looking at, you know, about \$500,000. This is going to be sort of a comment and a kudos to you guys to going through those and making some hard decisions. You guys do a great job. But I think when you look at the ones that you couldn't fund, were the ones that—like, how much out of that \$500,000 would you say, these are things that really needed to be funded versus, this is something that really was something that we wouldn't fund even if we had the money.

BOMBARD: Okay, so I actually pulled that number for you. I knew you were going to ask me. So, I pulled out all the ones that were completely ineligible and that left \$486,350 of eligible projects that were cut. Some of them weren't great, or they could use a little tweaking or that sort of thing. I would say a minimum of like \$450,000 could have been funded as well.

- SANTOS:** Herb Santos for the record. Then I think that that's something that we should really think about as a commission if we're trying to help the rurals to basically try to put more money in this funding for these grants. I don't know where it comes from, but I would ask that we sort of look at our budget for next year. See if we can't up more funds because if there are programs, or destinations that need our help, we need to make sure we do everything we can to help them to get travelers there.
- BOMBARD:** Yes, I agree.
- MARSHALL:** Thank you. Kate Marshall, just saying for the record. Shari, do you want to talk a little bit about how the funding has gone down since the recession. What kind of funding we had for grants before the recession and what we have now, because this really is an issue Herb and if the Board would be supportive of advocating before various legislative members, that that number at least needs to get back to where it was? If you want to give us an overview of that Shari, you did—you gave me that, was it yesterday.
- BOMBARD:** I did. It was \$2 million, I believe this is correct and Christian might know better. Was \$2 million prior to the recession?
- PASSINK:** \$2.4.
- BOMBARD:** \$2.4 million prior to the recession and now it's \$1.65 million, so that's almost \$800 and some thousand of a cut. So, yeah, there's definitely a huge difference between pre-recession and now.
- ROBINSON:** Shari, Pam Robinson, that's for both—that's not per cycle, that's a total for—
- BOMBARD:** That's the full fiscal year.
- MUN:** Cynthia Mun for the record. So, this is sort of related to what's been asked, but I needed to understand. There's like a \$1 point million for the whole year.
- BOMBARD:** \$1.65 million, yes.
- MUN:** And then we just granted \$300,000 or so of the new fiscal year?
- BOMBARD:** No, this is the rest of this fiscal year. This is the second cycle, so first cycle was already awarded to \$1.3 million.
- MUN:** All right. Does that mean that there aren't any more funds left?
- BOMBARD:** Correct, yes.
- MUN:** Okay. Now, as part of that going forward, I don't get a very good sense of how things are prioritized and it would be really helpful for me to understand like, for you guys to kind of say, these are the things that are prioritized and that's why we fund these first.

BOMBARD: Okay.

MUN: I don't have any idea as to why something gets funded and others don't. I just see numbers that are slightly less than what's requested. But it isn't very clear to me, so for me to go through and say, "Okay, this looks good. It sounds great. It's lots of information," but I don't know how to judge that information.

And the other part is, it would be helpful for me to—because there is a lot of marketing information in here, but I don't have a very good sense of where the strategy is for the region, or for Nevada as a whole and how these things kind of work into it.

BOMBARD: Okay.

MUN: What would be really helpful would be overarching information. So, that when I look at it, I go, "Oh, yeah, I know where this fits in. I know where that fits in." It could kind of help me put them into buckets for myself to say, "Oh, yes. And that's why we need this because here are the results that we're looking for."

BOMBARD: Okay, and so that's a kind of a multi-pronged answer here. I would say to start with, I think the most important thing what I can send you, or they're actually online, is the Rural Marketing Grant Guidelines, and they very specifically lay out what is considered and what would be a higher priority than others. One of those is multi-jurisdictional. That's why you see a lot of times the territories are getting more money than other organizations because they are affecting multiple organizations within their territory. They take precedents. New events, those are some things that are prioritized.

So, that's actually listed within the grant guidelines and when I'm reviewing these, I actually divide all of them up based on categories. So, all the new events go here; the new websites go here. Everything is organized that way so that I can compare them apples-to-apples and then I go through and read every single line, every single sentence and we're talking five, 600 pages worth of applications here because each one is typically four to five pages long. I mark all of for those up that way, but it's definitely in the grant guidelines which I think would be super helpful for you to have.

As far as when we're talking about marketing strategies and things like that, so you have—like, we were talking earlier, for example, Fallon, Fallon has a dedicated tourism person. Fallon has all of these other things that say, Austin doesn't have, or Goldfield. Goldfield has volunteers that have full-time jobs that are doing this on the side, that we are trying to help, that are getting help from the territories. But what they have is so limited and they do talk about, well, we want to do this. We want to do that, but it's not like they have a marketing person in there explaining to them that they need to have a strategy this way or those sorts of things. We try to help them as best we can. That's why I attend all of the territory meetings. That's why we have the territories in the first place, is to offer that support. But some of these people out here, they really are going for it with nothing, but what we can help them with.

So, it's definitely a struggle out there, especially in places like Austin, Goldfield, Jarbidge. I mean, these teeny, tiny places that are doing the best they can. Does that kind of help a little bit?

MUN: Yes, it does. I guess it's in those areas that I wish we could do something for them. And I haven't seen like, what we can do in terms of having more dollars, or having a person, you know, it just—because I see in here, like I said before, they're requests for website updates and there was one region that didn't get an update in like, several years.

BOMBARD: Yeah.

MUN: Which was like, oh, my gosh. They've been waiting for this, or that they're looking for someone to do Word Press update, which I thought would be easier to do, but they don't have anyone. I'm going, there's such a discrepancy.

BOMBARD: And they don't. That's why a lot of times it is hiring contractors. We don't have the bandwidth to go out there and build them a website or anything like that. We just don't have the people or the capacity and so, that's one thing that the grant program can help them with is, they can hire someone to come and help them do that. And yes, we could—someone could train them in Word Press and that sort of thing, but again, it's a time issue. When you have one person who has a full-time job; who is doing this on the side thinking of updating a website and trying to find content for it is absolutely overwhelming for some of these communities. So, it is a lot. And we work, I mean, 28 Nevada towns in the last three months, so the outreach is there, but we can only do so much.

MUN: No, I agree with you. I mean, you guys are very stretched, and I mean, maybe that goes back to what Lt. Governor was saying is that maybe there should be a request for more budget.

NEBESKY: For the record, Brenda Nebesky. It's very difficult for us to mandate what each community wants to execute in terms of marketing and I think even in some communities they wouldn't want us to, but we certainly can work to improve the reporting and are constantly doing that. Kind of reviewing what Shari sees on the backend; this report just represents what is pulled from our database and it's a lot of information. But we talked to the Lt. Governor earlier in the week about maybe weighting the scoring or developing some sort of rubric that you'd see in the report that would help you understand it. We're also completely open to, if you'd like to sit with Shari and she can walk you through the process so there's a better understanding for any of you. We're totally open to that.

MUN: I might take you up on that.

BOMBARD: Absolutely, I would be thrilled to, actually. I mean, that goes for anyone who is interested in seeing how this process works. I would be happy to sit down. You look at

the folders, see how the other reimbursements works. Look at the reporting back and what they complete and the full applications. I mean, there's a lot for sure, but it's very interesting and when you see what they are doing with so little, they're amazing.

MUN: No, I commend you and I know this is a lot of work and I know you guys are very stretched and you do a wonderful job. I'm just amazed and I just wanted to get a better understanding.

BOMBARD: Right and I appreciate that and the more that you understand, the more that it helps us too. And there's also lots of comments and suggestions that we can take from you to improve the process too, so we appreciate the feedback as well. For sure.

CARANO: Cindy Carano for the record. You know, one of the ways that I've come to understand what the territories are doing is going to the Rural Roundup. And you get out there and you talk to these people and they're mostly volunteers, which blows my mind, that they're doing this for their community and for their storefronts and their restaurants. You go to the Rural Roundup and you start talking to them and you go to the seminars with them and you really understand that they're there to learn from the Commission on Tourism, and are so grateful for the seminars that are presented and just the expertise that Travel Nevada gives them. I suggest we all go to the Rural Roundup at least five times [laughter].

BOMBARD: Well, it's the 30th anniversary this year, and it's April 8th through 10th in Virginia City if anyone wants to come. Please do.

SANTOS: Herb Santos for the record. And, you know, we're lucky that we have your guys' expertise in going through all those things. I remember in prior meetings, probably a few years ago, I had asked whether or not, since we have a lot of the same folks that are submitting applications, whether we get any follow-up of—here's our project, you guys gave us money and here is what we figured out was the return on the investment of this project. I'm assuming that they do provide that information to you guys. You guys incorporate that into your decision-making process when determining whether to fund future funds to them?

BOMBARD: Absolutely. When they complete the evaluation, which they have to do before they get that final reimbursement, so we read those again line-by-line and go through them. But besides that, we have that data and that information. But again, these people, they're very excited about their projects, so I do get emails and, "Oh, we finished this."

There's an email this morning from Dayton, who want me to take a look at their website before it goes live because they're so thrilled that they were able to complete it. So, that sort of relationship and feedback is happening on a daily basis. I'm always getting emails and maybe I need to include those, include you all in those. Maybe that would be a good idea because we get thank you cards, and we get emails talking about their projects and all those sorts of things.

Maybe it would be good to kind of either forward those to you, or save all of them up and give them to you in a meeting, or include them in backup somehow so you can kind of see boots on the ground, you know, how these people are completing these and what the kind of outcomes are and how appreciative and thankful they are.

MARSHALL: Thank you, Shari. I think one of the things that we're going to talk about, that you'll then be able to come back to the Board is, in order to make an argument for budgetary purposes, right, to be able to show what was funded and what was accomplished, the economic results of that. And then what wasn't funded, and the opportunity lost, right. And how much it can be leveraged.

That's the kind of presentation you will want to make in front of the legislature and make before this Board, first, so that they can give you input and things so that you can go back to the legislature and say, you know, room taxes are up this much can we get the share that we, you know, not even asking for inflation, just the share that we used to get? These Board members can help you. But we can talk offline about the best way to formulate that discussion and then, so that you can present to the Board. I don't know if Board members realize, but staff will have to submit their budget to the Governor's office in March. It's very early this time around, so that will happen maybe the next quarterly meeting.

BOMBARD: Yeah.

MARSHALL: Yeah, that seems a little soon. Yeah, well, Merry Christmas. [Laughter] Okay, so was there anything that you wanted to highlight then of a grant that you're giving out that you thought...

BOMBARD: My favorite, and it's funny because it's only a teeny, tiny amount and I think it's under Nevada Silver Trails because it's for the Goldwell Open Air Museum. He is the gentleman—and I can never pronounce his last name, Szukalski, the artist. The one that did the majority of the artwork out at Goldwell. Let me find it really quick because I did describe it much more succinctly than I am currently doing in my comments. Let me find it here. Goldwell Open Air Museum, Albert Szukalski's America. An original theatrical work telling the story of the Belgium artist who created much of the art at Goldwell Open Air Museum in Rhyolite.

This project coincides with a 50-year retrospect of his work at the Verbeke Foundation in Belgium. They're going to be doing something at the same time as someone in Belgium is going to be doing something and there's Facebook Live and they're doing all of these things. They're doing a production through Ghost Lite Productions, which is a theater company out of Elko and they're creating a play based on it. It's this whole amazing thing and it's taking into consideration places from Belgium. Oh, the page would help, 14.

It's a teeny, tiny amount. It's only \$3,000, but that's the one I'm the most excited about. It's unique. It's interesting. It's taking into consideration some place far across the pond. That's my favorite.

MARSHALL: Thank you. That's fun. All right, so are there any more questions. Yes. Did you have a question?

ESTIPONA: Edward Estipona for the record. I think this is maybe my fourth board meeting at this point and I think one of the challenges is there isn't like an onboarding a board member, so you get thrown into the water and you're like, I have no idea what I'm doing and I'm just going to stay quiet here until I figure out what I'm going to do. So, that's one. And I think the other thing relating to the grants and I know this from my experience from the Arts Council is, when you actually service as a chair on these granting committees, you really start to really understand the whole process and what goes into it. And then, you really want to hug the staff really hard because they did such a tremendous job. And so I think that's part of the challenges.

I think Pam can recognize this because she served on that Board as a chair, but I think that's something that I know at the Arts Council, we cycle out. Everybody has to serve on that just so they have a full understanding and grasp for it, at least once at some point.

MARSHALL: That's a very good point. And Brenda, did you want to talk about how you're going to create a new member manual and what we're doing with the new members, the two new members that we have just gotten?

NEBESKY: For the record, Brenda Nebesky. We just had this discussion because I am aware, there's no formal process for onboarding and there should be. So, beyond just some documents you could look at to familiarize yourself with the process, I think staff time is really important. And, of course, that's based on the individual, but for instance, yesterday, I did spend some time on the phone with Julie and offered up that staff time and familiarization with what it is we do programmatically, budgetarily, operationally in any context. And, yes, it is missing. It's absolutely missing, and I think having each commissioner be comfortable from the first meeting is a priority.

MARSHALL: Okay, then, thank you for the comment. I think that's important. If we have no other questions, concerns, thoughts, do we have a motion?

ROBINSON: I will make that motion. I propose that the Nevada Commission on Tourism approves the expenditure of \$301,575 for the FY20 Second Cycle Rural Marketing Grants to the recipients as outlined in the staff recommendation.

KROLICKI: I'll second.

MARSHALL: Thank you. We have a motion and a second. Do we have any discussion?

WINDBIGLER: Madam Chair?

MARSHALL: Yes.

WINDBIGLER: It's Kristin. I just wanted to point out, I lead one of the rural organizations who is the recipient of one of these grants and I just wanted to say how much we appreciate it and we appreciate Shari, and that I should probably recuse myself on voting for anything.

MARSHALL: For the grants?

WINDBIGLER: Yeah.

MARSHALL: Yeah, that sounds fine, but your input is still very important.

WINDBIGLER: I am happy to provide it.

MARSHALL: Yes, all right. Okay, so all those in favor?

GROUP: Aye.

MARSHALL: All right, any opposed and one abstained, well, motion passes. Thank you.

BOMBARD: Thank you very much and now I am off to a Reno-Tahoe Territory meeting, so I will see you next time. Thank you so much.

MARSHALL: Actually, Shari, please tell the Board and me how many places you went to.

BOMBARD: I was so proud of this. I actually have it listed in case you asked because I have, like, serious Nevada credibility right now. [Laughter] Stateline, Incline Village Crystal Bay, which I counted as one, Las Vegas, Virginia City, Austin, Kingston, Tonopah, Hawthorne, Luning, Rachel, Hiko, Alamo, Caliente, Pioche, Crystal, the one by Pahrump, Beatty, Rhyolite, Amargosa, Goldfield, Battle Mountain, Elko, Tuscarora, Jarbidge, Wells, Lamoille, Jiggs, Ely and McGill. Thank you.

Right [laughs]. I know, it was amazing. Nevada is incredible and anybody who gets a chance to go to Jarbidge, take it. It was pretty gorgeous. So, like population of 18 during the winter and a dirt road into town.

ROBINSON: I think we should have a Commission meeting there.

BOMBARD: Right. They have the space, not the—

MARSHALL: Did you hear that Brenda? There's a request to meet in Jarbidge.

BOMBARD: Yes. I had to call my husband from a landline because there's no cell service. I had to pick up a real phone and call him, which was bizarre. It's been years since I did that [laughter]. Okay, well, thank you very much.

Preview of New TravelNevada.biz Website

MARSHALL: All right. Okay, moving on to Agenda Item Number F, Preview of the New Travel Nevada Website.

DRYSDALE: Hi, for the record, Bethany Drysdale, Chief Communications Officer. Websites are, of course, a tool for communication, so I just wanted to walk you through very briefly an update that we've made to TravelNevada.biz.

Okay, so this is our website design for our industry, for our partners throughout the state. This is their source for tools for what they do, and we'll walk through that in just a little bit. We knew that we needed to make it more streamlined. It was getting a little clunky; it was getting a little dated. So, this is just an update of what we had before. Worked with our partner D4 and they've been fantastic on a lot of these little projects and big projects.

We launched this in conjunction with the Governor's Global Tourism Summit. This is a then and now. We went from this to this. I should say what you're seeing on the left here, "Tourism Means More", is the big header here there. "Tourism Means More" is our legislative and public affairs program and it really didn't belong on the industry site, so we have moved that off and there is a standalone TourismMeansMore.com and that is for again, public affairs, legislative programs to educate legislators and the public on the value of tourism and economic impact of tourism. This is a very big business industry and it should be taken as such. But it didn't belong on .biz., .biz is a tool for our partners.

Now, you'll see these very quick buttons. Easy access to what people need when they're looking for information from us. Logos and assets, that's a portal to our photos, videos, logos, brand guidelines, everything. Grants, so this is the easy access to all the grant information. Research and reports, there's a lot there and if you ever have some spare time and want to see all the economic impact and rural impact and visitor profile, it's all there. And then, of course, our calendar of events.

This is a screenshot, just as a dropdown that you'll find throughout the site. Again, everything about our agency, our Commission, what we do as a state agency is in this site. And then, again, talking about the grants, this is what we used to see on the site, and this is what we see now. So, it's just been a very cleaned up version of what we had before.

Ultimately, because this is for our partners, we are trying to serve them, we want to make sure that we're actually doing that. So, we have included just a little bit of feedback from some of our partners around the state. We want them to use this. This

is not put up here to look pretty. We want it to really be useful, and so we're finding it is useful. We welcome continuous feedback. We want this to really be a useful resource. So, you'll see some of the feedback from partners that use it.

And that's it. Very short and sweet, but I just wanted to make sure that everybody knows that we have this. It's available. It is a resource and if there's any questions or ways that we can improve on it, we're always open to that feedback.

SANTOS: Herb Santos for the record. There's sort of a new issue that's coming up with websites now. That's whether or not they're ADA compliant. Do you know, is this ADA compliant? If a website is ADA compliant, there'll be a little button at the bottom, or somewhere, will have like a handicap sign and you push that. It allows a person with vision or hearing issues to be able to access and since we're a state agency, I'm wondering if this is ADA compliant and if not, maybe we should talk to the website folks about that.

DRYSDALE: Bethany Drysdale for the record. ADA compliance is a foremost goal, actually not a goal, I mean, it's required. So, yes, we do make sure that things are built with ADA compliance in mind. I would have to defer to the designers on where that's built in and how, but we are very aware of the requirement for that and make sure that our websites are built with that foremost in mind.

ESTIPONA: Edward Estipona for the record. Just so you know, Herb, because we build sites at my company and one of the challenges we're having is they're still trying to workout what level of compliance that they want to create for the state. And so, there are challenges right now to head down a direction and spend money and then realize, "Oh, we're not covering that part, but we want to cover this part." So, we have to work that out as a state to figure out what's that level first. Otherwise, you're spending marketing dollars that may go down the drain.

NEBESKY: For the record, Brenda Nebesky. I just want to interject and say that TravelNevada.biz is the logical home for marketing effectiveness with the grant program and it has been in the past, I know, for tourism, the "Tourism Means More" campaign. We had a page in which we listed within each territory how many grants had been awarded. Some information about the wins and we need to bring that back so we have more information there about what we're doing related to the grant program.

MARSHALL: Thank you. Any more questions. That was lovely.

DRYSDALE: Thank you.

Agency Reports

MARSHALL: All right, so let's see where I am now. Agency Reports, Agenda Item Number G.

NEBESKY: For the record, Brenda Nebesky. We always include our quarterly report from the Division of Tourism and so, this is the place where you get to ask me any questions related to any of that. I also wanted to say that we had another conversation with the Lt. Governor about interim communication from our office related to some of the highlights. I know a former director used to do a 10-point communication in between Commission meetings, and I think that is also something we should resume.

We try to make the quarterly report as digestible as possible, but it is a lot to absorb and I think we'd like to communicate with you in between.

MARSHALL: Do you want to give us an executive summary of the report?

NEBESKY: Oh, gosh, okay. Let me sort of run through, let me find it first of all. Here we go. So, we did an asset capture in the north of the state with our creative agency, BVK. We have captured video and put together, as you know, a commercial that had some locations in the south. So, we're doing the same in the north and we'll have a new commercial spot ready for the summer.

Let's see, we are re-platforming our TravelNevada.com, so that's sort of in process. As you know, "Storm Area 51" was a hot topic in September and so we tried to kind of spin that potentially negative event into something positive by reaching out to tourism partners within the Silver Trails area and developed 51 other things to do besides stand around in Rachel and wait for nothing to happen. So, that was very successful and an integrated effort between marketing and the PR teams.

Social media, we always support the Great Reno Balloon Race with an online contest, and we get really good participation as you can see. We had over 800 photo entries and then we award balloon rides for the following year to the winner.

The Sales and Industry Partners team is always busy, and they participated in some sales missions in cooperation with the LVCVA. They went to the United Kingdom on a sales mission. They also participated in Brand USA's Travel Week in London, which is a kind of a new hybrid trade show and educational conference hosted by Brand USA. They also went on a sales mission to Mexico.

Let's see, what else is kind of highlights—I wasn't prepared to do this as you can probably tell. *Nevada Magazine*, of course, you know, shouldn't fail to mention that they, of course, are always publishing exceptional content. And the 42nd Annual "Great Nevada Picture Hunt," which also collects some just amazing assets for the magazine and for us to use, was conducted in a prior quarter.

Also, in the report is the budget update and we've been providing you with this kind of style of budget summary and really what this is intended to do is just demonstrate how we're tracking related to prior fiscal years in these budget categories and the only one that is, fluctuates more than others and is a little harder to anticipate is the training category, Category 30, because that is so dependent on new positions, unfilled

positions, new training offerings from the state, et cetera. I think that is all unless you have any questions for me.

MARSHALL: Thank you. Are there any questions. Brian?

KROLICKI: Thank you, Madam Chair. Good morning. You know, I'm not sure to whom I'm addressing this, and this is not a criticism it's just revisiting a conversation we've had extensively a year ago. The international, you know, I see what you've all been doing, and I know we're all stretched to the limit. But I'd still like to see more background.

I think it's important given the international tourists to Nevada that we've got some numbers on the front page. I'm not asking to have it broken down for this meeting, but just going forward. Again, Madam Chair, we talked about it a year ago. Is there some way we can get behind the scenes? You know, we have a new Indian rep, for example, that's talked about, but rather than just saying what we've done and where we've visited and who we've connected with, is there just some more substance. What are the results of what we're doing? How are the new, you know, in country reps serving us?

We went through massive RFPs a year ago. They've had a chance to perform. How are they doing? Again, that's one of my personal biases in all of this. Brenda, congratulations, you're on the Brand USA Board. Those kind of things, so we have international insights. If 25 percent of our tourism, at least to Southern Nevada is going to be composed of international visitors, where are we? You know, has it increased?

Obviously, there are larger things at play here for the United States and the international tourism market, I get that, but I think those are all important things to talk about, at least regularly at the Governor's Conference when we've often had our quarterly meeting, we've had reports. We've touched these people. They speak at lunch, but I'm just feeling, you know, for something that's so terribly important, this Commission is just not touching that.

Again, I don't want that to be a negative. I just hope to learn more. Madam Chair, a respectful suggestion, maybe during next quarterly meeting, we break this out a little bit more so we really get a handle on how our new reps doing; how our money's being well spent; the bang for the buck; the things that are a problem that are either inside Nevada and our teams, or we're working with LCVVA, for example, or our friends in Reno, or, you know, Brand USA, how are they doing. What are their metrics, but tourism is just so vital. The international market is the growth area potentially for all of this and I just think it's important for us as fiduciaries of our tourism portfolio to really have a handle on what's going on. Thank you.

MARSHALL: Thank you, Brian. And we have discussed this last week with Brenda, also about I think what the staff would like from the Board is advocacy in the community and strategic guidance. I think we talked about in order to get some strategic guidance from the Board, presenting the Board with what the picture looks like. And so, if you want to do

international next quarterly meeting, that, I think would be good if the Board is interested in that. Is that okay? Then we can do a breakdown of that, you know, where we are; where we were at; where we hope to go type thing. Because that would really help, I think with the strategic guidance you're looking for from us.

So, guys, what you should know is that the staff asked me if they could have a meeting proactively, so they came to me and said, "Can we meet with you and talk to you about how we might be able to improve what, you know, what we're getting from the Board; what we're giving to the Board; and do this better." And I was very impressed that they sought me out for that and you're hearing Brenda come up with some of these ideas and you heard Shari talk about some of the rubric things. So, Brenda, if you want to think about what you would like to present, right, to break apart because it is a lot of information, we can do that.

NEBESKY: Absolutely. Brenda Nebesky for the record. We'd be happy in March to have Director Passink focus on what's ahead; some of the campaigns and market; what the challenges are; what the opportunities are; and, into our budget planning for next fiscal year that would be entirely appropriate in March.

We could also have our research manager, Mr. Shulz give you some updates on statistics and where we sit related to each market. Be happy to do that.

KROLICKI: Governor Marshall, thank you so much. I think the spirit of cooperation is great. I understand we've got acting capacities; new responsibilities for some of our familiar faces, so I totally get it. But again, it's been a year and it's something, at least personally, I think as a Board, so I'm happy to do it privately, but if it's at your pleasure Madam Chair and the Commission to touch this at least, you know, once a year, or break it out more on a quarterly basis, I just think that is terribly important for what we do and the partners with whom we work because we're trying to get these folks out into rural Nevada. I mean, it's the Germans who were exploring Lincoln County, so, just how are we doing. So, thank you.

MARSHALL: Absolutely agreed. I appreciate the comment. Okay, any other comments? In order to get strategic guidance from the Board, we will be having the staff make presentations to the Board and then asking the Board for guidance and advocacy on certain parts, right, so that it's much more interactive. Okay, anything else on this agenda item. In Vegas. No, okay, thank you.

Oh, it's 10:00. Let's see where we are. We are at the interviews, right? We're not at the interviews?

SPEAKER: Not quite yet.

NEBESKY: Brenda Nebesky for the record. I believe we still need to have item G3, which is Stacey Montooth's presentation.

MARSHALL: Okay, I checked the wrong thing. Okay. So, we did the Chair report. Did we do the quarterly staff update?

NEBESKY: Yes, we did.

MARSHALL: We did that. Okay. We did the budget update. Okay. Stacey. Hey, hi. Come on up.

MONTOOTH: Stacey Montooth, Executive Director of the Nevada Indian Commission for the record. Good morning. Good morning, Lt. Governor, Madam Chair, distinguished panel. Good morning Las Vegas. I have two important exciting bits of information to share with you about the Nevada Indian Commission and the Stewart Indian School.

First, a little housekeeping. I wanted to alert you all that this week, I will be attending my first meeting regarding the restoration of the Stewart Indian School auditorium. My predecessor had set into motion the restoration of a 300-seat building on the Stewart Indian School campus after our friends at the Carson City Cultural Authority shared with us information about the lack of a multi-use facility in this area. Again, 300-seats, it's two-story, two-level building, not quite two stories.

If restored, could service in the capacity of not just live performances, community performances, youth performances, but it would be marvelous to work in conjunction with the Stewart Indian School Cultural Center and Museum, which leads me into my second announcement.

Five days and we are opening the Stewart Indian School Cultural Center and Museum to the public. I can tell you that the doors aren't painted yet, but we are opening on Monday, 3:00 o'clock. We are going to welcome the students, the alumni, the families, the folks that have direct ties to the campus whose stories, experiences that we are going to tell in the most unique, most authentic means with that facility. What questions can I answer?

DELONE: Is your school open for special events at all?

MONTOOTH: Well, right now, we have a couple of options for special events, or special groups. We have the walking tour, which is open seven days a week, 24-hours a day. It's cell phone guided. In the four months that I've been with the Nevada Indian Commission, we've probably hosted at least 12 groups and when I say groups, I would say five or more. We had two coach buses come in with nearly 75 people at one time. We will be continuing that service which includes, again, the campus tour, which can be either done with the cell phone or personally guided. I've done several presentations on the history of the Stewart Indian School. That takes place at the campus and I travel.

I've gone to the University of Nevada, I've gone to BLM, because we're just off of November, which is Native American Heritage month, I think maybe the calls for those presentations will slow down a bit. But again, if we have the auditorium there, that coupled with the newly released Stewart Indian School documentary, which I hope you

all saw on PBS Reno on November 11th, the auditorium not only could serve for live performances, but it could be a movie theater as well. Sure.

SANTOS: Herb Santos for the record. Is the auditorium where the basketball court was?

MONTOOTH: No, sir. There are actually two other distinct buildings that, one, we call the new gym, which is operational, it's actually very hard to schedule. The scheduling for that building is done through the Nevada Indian Commission. It includes everything from weekend tournaments for youth to post ROTC, they use it for practices. It's also the site of parties, family events.

The old gym which most of our alumni have the most fond memories, it is looking to be restored. I believe it was two sessions ago, the legislature provided funding for a new roof, so from an architectural standpoint, the building is preserved from the top, but it's not habitable at this point.

SANTOS: Got you, so if I remember correctly back in the 70s when I played CYO basketball, it had the rubber floor?

MONTOOTH: Um-hmm, yes, sir.

SANTOS: So, they can preserve the rubber floor, because that's the only rubber floor I ever played basketball on.

KROLICKI: Did it help you?

SANTOS: I was able to sky! One inch. It was amazing.

MONTOOTH: I'll have to check into the rubber floor, and I don't want to compare ages, but I'm a proud alum of Churchill County High School, Class of '84, and we played at Reed High School. Reed High School used to have a rubber floor as well. May I answer any other questions?

CARANO: Stacey, Cindy Carano. I've been to a dinner within the last three years out at the school, and so as far as Mr. DeLone's question, I believe that you do have areas for what I would call special events, that would be some sort of occasion to actually rent out and cater an event there, and have indoor/outdoor, and then also access the tours.

MONTOOTH: I'm speculating, but I believe the event you might be referring to would be the annual American Indian Achievement Awards. That event was held, I believe two Novembers ago, and it was in the old gym, which I think Board Member Santos might be referring.

It was the site of my predecessor's going-away party, if you all were there, so it is a gymnasium. It used to be the home of the Carson City, or I think now it's called the Nevada Day Pow-Wow. It's built to be a gym, but it also has cross-purposes and, again, it could be used to cater an event.

May I just follow up with more information about the first look, it's beyond a soft opening for our cultural center. We are hoping that any state employee who is interested—and we were asking for help to come to the museum next week to help us, just as a soft opening, work the kinks out.

We'll have a special reception for state employees, all of our partners, on Tuesday, same hours between three and six. We would love to have you all there.

And then we'll have typical cultural center museum hours on Wednesday, Thursday and Friday of next week, 10:00 to 5:00 p.m. again, we would love to have you come out, tell your friends, but we've got a commitment from the Tourism staff to help us with the massive roll-out that we'll have in May. Thank you for your time.

KROLICKI: Madam Chair, just before Stacey runs away, Brian Krolicki for the record.

MARSHALL: Yeah.

KROLICKI: You know Sherry Rupert is iconic... I'm speaking to two different people, but Sherry's shoes are difficult to fill, but what you've done has been extraordinary. My wife sits on the Indian Commission, and she's one of your biggest fans. So, I just want to say you've just done an extraordinary job, and you've got a lot of people singing your praise, but just well done.

MONTOOTH: Oh, that's so nice of you to say.

KROLICKI: I just wanted everyone to hear that, people who see you every day.

MONTOOTH: You're absolutely right, huge shoes to fill. Honestly, three days a week I feel like roadkill. Two days a week, I think okay, we're getting somewhere. I think my timing is really good. Sherry did a lot of heavy lifting, and all of it with guidance from the Tourism Commission. So, thank you. Thank you all.

Upcoming Meetings

MARSHALL: Thank you, Stacey. So, H, upcoming meetings. Brenda.

NEBESKY: For the record, Brenda Nebesky. In your packets are just starting suggestions for Commission Meeting dates in the coming calendar year. We just want to garner your input as to if there are any immediate conflicts, please let us know. I spoke to Commissioner Pazina yesterday, and she does have one.

PAZINA: Yes, thank you. This is Julie Pazina for the record. December 8th through the 10th is a huge industry meeting, the International Association of Exhibitions and Events in Louisville. So, December 9th would be a conflict.

NEBESKY: Thank you, we'll take that into advisement and see if there isn't a better day in December. Anything else from the Commission?

MARSHALL: Guys if you don't have your schedule right with you now, you can always email Brenda, especially as we get closer, if that sounds good. I don't know my schedule on December 9th, but I'm very impressed with Julie.

PAZINA: I try, Madam Chair.

MARSHALL: I don't know if I'm impressed or scared. Anyway so...

NEBESKY: Okay, if you could look at your schedules, if you don't have them now, and haven't had a chance to review it, just please get back to us and suggest any alternates. Thank you.

KROLOCKI: Madam Chair, I'm sorry to be chatty, Krolicki, just a question. I know it's difficult on staff to combine the Governor's Conference with that last quarter meeting, but that's been a tradition, whether it's good or bad, this year we chose not to, and probably spared some high blood pressure in all those to have these things separate.

But if there is a conflict, I'm just wondering, is it the new policy going forward that we're not going to try to combine those meetings for all the right reasons, or is it still a possibility? But you know for those Commissioners wanting to go to the Governor's Conference, especially if there's travel involved to get a two-for if you will. I still think from our standpoint that might be a good thing, but I understand from your world, it's difficult. Are there any thoughts about potentially putting that last meeting back together with the Governor's Summit? Do we have dates for the Summit next year yet? Thank you.

NEBESKY: Brenda Nebesky. I don't think we have any objection to combining them. This year we have the interview process to consider, so that became a little cumbersome to have an entire day attached to the conference. But certainly, we can consider that. I know it worked well in the past.

Interviews for the Director of DTCA

MARSHALL: Anything else? All right, thank you. Okay, so what we're doing here is moving onto Agenda Item Number 1. We're taking a break because we're having people come in for interviews, and they will come in beginning at noon. And so, it is 10:08 now. You have two hours for second breakfast, third breakfast, and lunch. If you could be back here at noon. I think it's going to be a long afternoon, so you know get your sustenance and exercise and all that in.

ROBINSON: Can you just walk through what the process will be when we return? That would be really helpful, thank you.

WILSON: Yeah, Kate Wilson for the record. I was also going to say if we could actually have members back, probably closer to 11:45 just to make sure everyone is in their seat and ready to go, because the first interview begins at noon.

What you guys have in front of you, there should be a packet of information about each of the applicants. It will have a resume of the applicant, and as in the emails that I sent over before, this time we did something a little bit different. We did an action plan and a writing sample for each of the applicants. Each of those are in the packets as well.

Some additional information that you'll have is the job posting, just to refresh your memory, feel free to take these to lunch and sort of read over them to make sure you're familiarized. The prompt for the action plan and the writing assignment, so you make sure you know what these people were asked to provide.

You will have all the questions in front of you. You will have an opportunity to read through, take your own notes, make your own follow up questions, but the main questions will be asked by the Lieutenant Governor.

We have five applicants today; we have about 45 to 50 minutes for each interview.

SANTOS: Herb Santos for the record. For any of the folks that applied the first time, are they out?

WILSON: None of them decided to reapply for the second round. Technically, one person did, but it was after the application had been closed, and so HR personnel said that since they didn't follow the protocol, that they could not be included.

MARSHALL: Okay, so I'm going to take a temporary recess then, if you could be back by 11:45. Any issues with how we're running the process? Everybody okay? All right. Okay, so I will see you at 11:45. Thanks guys.

RECESS

MARSHALL: We're back from the break. All right.

WILSON: Lieutenant Governor, do you want to call roll?

MARSHALL: Yeah, that's what I was going to say. Did you want to call roll, just to make sure everyone is here please?

DYKES: Thank you. Dee Dykes for the record. This is the afternoon roll call, Lieutenant Governor Marshall?

MARSHALL: Here.

DYKES: Commissioner Carano?

CARANO: Present.

DYKES: Commissioner DeLone?

DELONE: Present.

DYKES: Commissioner Hill? Commissioner Santos?

SANTOS: Here.

DYKES: Commissioner Pazina?

PAZINA: Here.

DYKES: Commissioner Vaswani? Commissioner Krolicki?

KROLICKI: Present.

DYKES: Commissioner Mun?

MUN: Here.

DYKES: Commissioner Robinson?

ROBINSON: Here.

DYKES: And Commissioner Windbigler.

WINDBIGLER: Present.

DYKES: Commissioner Estipona?

ESTIPONA: Here.

DYKES: Commissioner Arnold? Commissioner Stoldal?

STOLDAL: Here.

DYKES: We have a quorum.

MARSHALL: Thank you. All right, guys, so I think we talked about before we went on the break, the process would be that you have a series of questions in front of you. So that it's a little less awkward, I will read the questions. But I'm really letting you guys take the interviews, because then I will take your recommendations to the Governor. I will let you ask the follow up, what have you.

WEBSTER: If you're dialing in on the phone, please mute your call, thank you. This is Ron Webster for the record, technical AV.

MARSHALL: Okay. So, I will probably ask each candidate if they wanted to make an introduction for themselves, okay? And then I will ask them questions, and let you guys do follow ups, they'll have a total of 45 minutes, that doesn't mean you have to soak up the whole 45 minutes. Herb don't make anyone cry. Okay. And we'll do it.

Any questions about how we're doing this process? You have the questions, you have the resumes, you have the writing samples. Anything? You have the statute it says what the person is supposed to do. Okay, all right, so did you want to call in the first person? All right, thanks.

WEBSTER: Lieutenant Governor, I'm going to mute the audio call, somebody has their phone on hold, so I don't think there's anybody from the Commission on the phone.

MARSHALL: Yes, no worries.

WEBSTER: Yes, they'll still be able to hear, we just can't hear their audio.

WILSON: Kate Wilson for the record. The notes packet that I gave you has the order of applicants; the name is at the top. That is the order in which you guys will be doing the interviews, just for clarification.

ROBINSON: Kate, do we have – are their times certain so we [inaudible]...

MARSHALL: There are no Board Members on the phone. We don't have public comment during the interviews that I know of.

SANTOS: Oh, that's right, we're private right now, we're in executive session, right.

MARSHALL: No, it is public and there will be public comment at the end. But we're not in that section there, yeah, okay.

SANTOS: Okay.

MARSHALL: Yeah – no, they don't get that.

SANTOS: I always get nervous when [inaudible]

Applicant Melissa Evans

MARSHALL: I know. Hi how are you? So, as you seat yourself, my name is Kate Marshall, I'm the Lieutenant Governor and Chair, and I think you have the names of the Board Members along the dais here. We also have Board Member Julie Pazina in Las Vegas.

The way the process is going is you've given us a resume, you've given us writing samples, right, and so I'm going to give you an opportunity to introduce yourself, and then I have a series of questions. The questions are the same for every single candidate, because we are a public entity. I will ask them, just so that it's easier, but really it's the Board Members who will follow up. Is that okay with you?

EVANS: That's just fine, thank you.

MARSHALL: And we have about 45 minutes and if you need to take a break, or water or whatever, no worries, okay? All right, so Ms. Evans if you wanted to introduce yourself to the Board.

EVANS: Certainly, and thank you for this opportunity, Lieutenant Governor. My name is Melissa Evans. I have a bachelor's degree from Grand Canyon University, that's in applied business. And then I have a Master's degree in Education from Grand Canyon University.

I have about 23 years of government experience, including municipal experience, as well as state. Most recently I currently work with Washoe Tribe of Nevada in California. And I am their Tribal Administrator. Prior to that I did some consulting work for various private corporations, and I worked for about four years for the City of Las Vegas as a Senior Economic Development Specialist.

I feel I'm a good fit, and you may ask this question later, but I feel I'm a good fit for this particular position because I have about 10 years of economic development experience. And additionally, I have a few years working with the City of Glendale in their Tourism Department. I promoted the Super Bowl 42, as well as the annual Fiesta Bowl, and then I worked on the shop local campaigns and various tourism promotions and campaigns for the downtown area. Thank you for the opportunity.

MARSHALL: Thank you. So, Board Members – I will ask the questions and then leave it open to you. There are seven questions, okay. And the first question – so you were able to introduce yourself, but did you want to explain your action plan or writing sample at all?

EVANS: I took the approach of this being a research project—a project that had already gotten positive response from various travel writers.

My concept initially was that we would inquire as to the interest level, that would be the research piece of it, with travel writers across the world, folks that had been contributing authors in the past, or had just shown interest. And we would find out if there was an opportunity to hold a competitive – a contest essentially to invite these travel writers to visit every single county – rural county within the State.

That would give them an opportunity to write about the pluses, the fun things that they experienced from a cultural perspective, from the tourism and adventure side, and then also just the overall feel of the community.

Associated with that was a three-level prize, tiered prize, and also a 10-page spread in the center of the Nevada magazine. Again, this was written as if—and we had gotten positive feedback, because I wanted to show an interest as I requested the money, I wanted to show an interest by the travel writers, and also to put the cost back on the individual counties at 12 and a half cents per capita to help contribute to the prize money with that.

But I thought that that might initiate some additional travel, doing some promotion, social media, as well as going out to some of the travel writer shows to bring people into that competition. I know blogging is a big deal right now, people love to travel and write about their experiences, and I felt like it would be a really good idea to try to capitalize on that.

So, it just got me kind of excited, and I thought rather than focus on one particular county, I would focus on the entire State.

MARSHALL: Thank you. Did any Board Members have any questions about question one? We're off to a great start.

All right, question two, could you explain your experience in hospitality and/or destination marketing, and administrative or government experience? And I know some of this is duplicative, I apologize for that, but just for the sake of the questions, maybe just go into it a little more.

EVANS: I'm happy to. My tourism experience primarily is with the Tourism Office in the City of Glendale, as I mentioned, I promoted the Super Bowl 42, it was the first time that the Super Bowl had come to Glendale in the University of Phoenix stadium.

We had an entire Westgate entertainment district to promote, and then in addition to that one-time event, later on – I had left, but later on they had the Super Bowl come back, but we did the promotion for the annual Fiesta Bowl as well.

So, a lot of opportunity for big events, but also at the community level, we did these annual events, which were just really a lot of fun, it really engaged the community and made them feel that they had a sense of place. There were things like the Chocolate Affair, Glendale Glitters, things like that, little promotional campaigns and little events for the community that I just really enjoyed being a part of.

On a grander scale, I worked in economic development for over 10 years. I've worked with the City of Glendale. I was promoted in that position into economic development, I was the Director for a small town in central Arizona for a couple of years promoting small events and trying to bring companies to that area as well, promoting some of the open land, and building opportunities that we had there. So, that kind of covers the Tourism background.

As far as government, in general, as I mentioned I have about 23 years, and it's kind of run the gamut. I've worked with municipalities primarily, but I do have experience now working with a Tribe, and I really enjoy working with the Tribe here. It's been a very different experience for me, but it opened up a whole lot of opportunities for me to use skillsets that I didn't realize I had. So, I enjoy being there.

I worked in both small towns, like I said a population of about 10,000 with the town of Camp Verde. But then I've worked you know with the City of Las Vegas, where I promoted the downtown, and went out and actively recruited businesses to the downtown; interacting with various businesses, and finding out what their challenges were, their opportunities.

In doing so, while I was working there, I found out that there was a huge work force issue which continues to be a problem, nationally. But there, it was specific to tech, and so I brought in a few tech training providers to upscale the local work force and provide that work force base that we needed. It hasn't solved the problem, but it certainly helped quite a bit.

So, that's I would say kind of in a nutshell, that's my – that's my government experience, as well as my experience in tourism.

MARSHALL: Thank you. Does the Board Members have any questions from question number two?

CARANO: Yes.

MARSHALL: Yes.

CARANO: Thank you. I'm Cindy Carano for the record, and Melissa, what was your position at the City of Las Vegas?

EVANS: Yes, ma'am. Thank you, Ms. Carano. I worked for the City of Las Vegas in economic and urban development. My position was Senior Economic Development Specialist, primarily focused on business retention. But as my interest grew, and I saw a need there, I was allowed to have the liberty to reach out in the work force development.

CARANO: Thank you. And so, with economic development, did you work with tourism at all?

EVANS: I worked with the downtown—yeah, we had another specialist was really the liaison for the downtown, but I certainly assisted her in her efforts. We promoted—we did a lot of ribbon cuttings and coordination with special events for the downtown. And then my market was primarily with the businesses, to try to help the businesses in the downtown area.

CARANO: And so, with the Washoe Tribe, do you work with tourism at all?

EVANS: We have a cultural component, ma'am. The Tribe is severely understaffed, and that's been the biggest challenge I've encountered since coming on board, it's constantly been a hiring process for me. I would like to say that we have efforts dedicated to that area. Right now we're in the process of getting an economic development director position approved, it will go to Council Friday evening, I'll be presenting that to Council in hopes that we are able to move ahead and get someone to be able to focus on that. Thank you.

STOLDAL: Stoldal for the record. During that five years with the City of Las Vegas redevelopment, is there any one project that you can point to that's really worked, this was a success, whether it was a team effort or something that you led?

EVANS: That's a great question, and I alluded to it a little bit before, but being able to identify that work force gap in the downtown, it was really an honor to be able to work with an organization called Tech Impact, it's a nonprofit. I helped to get them expand from the East Coast and they helped at risk youth get the training that they needed to be able to apply for positions that were tech-related in the downtown.

Along with that was Red Flint which was an offshoot from the University of Phoenix, and they had sort of an Apple store concept. So, they basically would let you walk in off the street and kind of play with virtual reality and robots and all kinds of stuff to engage, just the everyday person in tech, and establish some kind of interest and then offer some training there. So, yeah that was really fun for me.

There was also a for profit company called Iron Yard, which was a national company that did coding. And there was a coding bootcamp, so they would put someone through in about 12 weeks, and they would come out and be able to write a very sophisticated app that you and I would use on our phone. So, all of those folks were generating hundreds of talented individuals for the tech work force community in downtown Las Vegas.

And the recruitment effort otherwise had been bringing people out of the Silicon Valley at about \$10,000 to \$20,000 per head and then losing those folks after about a year, 18 months. So, in my opinion, this was something I took on, on my own, I was recognized for it, by winning the Employee of the Month award out of 3,000 people working for the City, I felt pretty honored to have done that after just three years.

So, yeah, I feel like that was sort of my crowning achievement during my tenure there, thank you.

STOLDAL: Thank you.

MUN: Hi, I'm Cynthia Mun, and while you were employed at the City of Glendale, how large is Glendale?

EVANS: Ms. Mun, I want to say Glendale is about 300,000 now. It's on the west side of Phoenix, so it's kind of a bedroom community, but it houses the University of Phoenix stadium.

MUN: Got it. And while you were there you've done marketing and finance, and economic development, quite a lot of things. But in terms of marketing, what kind of challenges do you have outside of the Super Bowl in terms of marketing, and how did you overcome those, if you had challenges?

EVANS: Yeah, I think the biggest thing is during budget cuts to realize how important it is, and not let that go by the wayside, because people tend to travel less, and if you suddenly lose interest in that market, I think it can be very detrimental and long term.

So, being able to convince Council to continue with funding for those important campaigns, and then also hoping that you get those recurring grants. Because I was in charge of several different grants when I worked there, and you know with budget cuts, it became more competitive. So, that was a huge challenge while I was there.

But again, it was a very cohesive team, and we really had a heart for the community which is what I loved about that particular position. I was promoted twice there, so I went from finance to marketing, and then to economic development. Thank you for the question, Ms. Mun.

MARSHALL: Okay, just a second, I write slower than you talk.

EVANS: That's okay, I'm a fast talker.

MARSHALL: Okay, question number three, are you currently employed, if so, which it sounds like you are, why are you looking to leave your organization, and if not, if you might explain your circumstance.

EVANS: Sure. Currently, I'm with the Washoe Tribe in Nevada and California. And I really enjoy the position there, I have to tell you. I just started in August. It's been my first job in northern Nevada having come up from Las Vegas. And as I mentioned earlier, I'm utilizing skills that I didn't really – I guess I didn't realize I had, and I'm a very good administrator.

The only reason for looking elsewhere is primarily I'm not able to use my marketing and economic development skills like I have in the past. I spend an inordinate amount of time—I would say 90 percent of my time is focused on personnel. And while that's an extremely important portion of a job, I feel like again, my skillset is heavily under-utilized in that capacity.

I even thought about applying for the economic development director position as it came open to be able to refocus on that, and the truth of it is, I'm so good at what I'm doing right now, they don't want me to do that. So, yeah I just feel a little bit limited in using my talents, but it's a great place to work. There's great people there and I have never worked for a better management team to be frank with you, very dedicated people.

MARSHALL: Thanks, questions? Okay, number four, what was the largest operating budget excluding debt service, that you've been responsible for and what year might that have been?

EVANS: Well, currently I have about a \$30 million budget that I'm responsible for. Gosh, it's really varied over the years. Projects as small as \$300,000 and then all the way up to what I'm working with right now. I worked with the City of Las Vegas, and our budget was pretty hefty as well, but again my focus was more on business retention and expansion.

So, our marketing piece there was—I want to say it was about half a million dollars, and we contracted out with a third party firm to do a good chunk of it, as far as doing the web and social media pushes, but internally, we had some graphic design and certainly all the concepts and campaigns came from our group.

So, to answer your question anywhere from \$300,000 on up to about 36.

DELONE: I have a follow up question.

EVANS: Yes, sir.

DELONE: Ms. Evans, thanks by the way for your time today. I just wanted to verify because we had trouble hearing, you said the budget you're currently responsible for was 30, that's three-zero million?

EVANS: Yes, sir.

DELONE: And it's just a yes or no, 30 million. And then are you in essence there the CEO, the chief executive?

EVANS: I would liken it, because it's more government, I would liken it to the City Manager role in a municipality.

DELONE: So, the point I'm getting to, is the \$30 million budget, you are responsible for that, not a cast of other employees?

EVANS: At an administrative level, it's my responsibility. We do have a CFO, and we do have accounting staff that actually put that together, but at the end of the day, it's my responsibility to make sure we're not overdrawn on certain areas that the grants—which it's another problem we have right now, we're under spent in many of our grants because we have a lack of work force. So, yeah, ultimately, I'm responsible.

DELONE: Another follow up question then, does the CFO report to you?

EVANS: Yes, she does.

- DELONE: Okay, thank you.
- CARANO: With your \$30 million budget, where are those funds spent? What's going to labor and what's going to – I'm not sure what other services the Washoe Tribe actually has.
- EVANS: We have about 1,500 members, and we manage – about 300 of those are on reservation. We provide services that run the gamut quite frankly, social services, Head Start, we have our own Police Department, we have grant management, we have a health and wellness clinic. We have a planning department, so we are trying to develop various areas on the Tribe.
- We do marketing for various parcels of land. There is a casino on the property. And we're looking at doing some other things too and create opportunities for economic prosperity there.
- MARSHALL: Okay.
- EVANS: I hope that answered your question.
- MARSHALL: You also have Wal-Mart there, don't you?
- DELONE: Do you run the casino too?
- EVANS: We do not. That's actually done through a Porch Creek Band, and yeah, we may be taking that over, sooner than we thought. I'm sorry was there another?
- MARSHALL: Don't you have Wal-Mart on your property?
- EVANS: We do not. We do not reap any revenue from that.
- MARSHALL: Oh.
- DELONE: I have one more follow up question, an easy one.
- EVANS: An easy one.
- DELONE: When you look back at your career, what's the largest staff, number of staff that reported up to you?
- EVANS: At this point in time, I have about 30 staff, 27 when I first started, now 30.
- DELONE: And I'm sure you have managers that run different areas, but at the end of the day, you're saying you have about 30 people that you – are in your family and you're responsible for?

EVANS: Yes, sir. I'm actually responsible for 350 employees, 30 of them are my direct reports. And there's really been a lack of leadership over the last few years, and now that we have a really capable chairman in place, I've been able to reach out to those individual staff members at different times and establish more communication. I think they felt very isolated over time, and so while I don't supervise their everyday activities, I definitely try to reach out and help them understand that I'm there for them.

There's been a habit of a jumping hierarchy in the past too, so I've tried to re-establish that where people are talking to their direct supervisor, before they come to me, but then they also know that they always have me, and I'm not going to ignore them, I'm receptive to it.

STOLDAL: On your resume regarding relevant work history, you've got it looks like two overlapping responsibilities, the Evanly Consulting, you started there, you're a principle there in 2017, and you're still there as well as, you've now been a Tribal administrator for the last four months. Walk me back and forth on those two.

EVANS: So, the consulting at one point in time, I was doing full-time, and having your own gig is a little overwhelming sometimes. I'm closing out some contracts that I currently have, but my time is spent with the Tribe right now. Thank you for the question.

MUN: On your resume it says you had 27 direct reports currently--

EVANS: Yes, ma'am.

MUN: --at the Washoe Tribe. Prior to this position, which you've been in for four months, what's the largest number of staff that reported directly to you, and where was that?

EVANS: Sure. I worked for the town of Camp Verde. There are about 70 staff there, and I was the second in charge next to the Town Manager. So, I had responsibilities there. They did not have an assistant city manager position, but I filled that role as the Economic Development Director, and he's one of my references which I'll provide to you, before I leave today...

MUN: That's the City of Las Vegas?

EVANS: No, I'm so sorry, that's with the town of Camp Verde in central Arizona.

MUN: Oh. Okay.

EVANS: There were 70 employees there. He's still the Town Manager and he'd be very happy to talk to you.

MUN: Did you say seven-zero?

EVANS: Seven-zero, yes, ma'am.

MUN: And you were there just...

EVANS: Two years.

MUN: Two years, okay. Thank you.

MARSHALL: And then I realize now that it's the Reno Tribe that has the Wal-Mart.

EVANS: Reno Sparks.

MARSHALL: Right, so that's why I was...

EVANS: In that area, yes.

MARSHALL: Right so you guys don't have the Walmart.

EVANS: I thought you were talking about the one in Garnerville.

MARSHALL: Oh, yes, okay.

SPEAKER: There's a Wal-Mart close to you?

EVANS: Yes, ma'am there is.

MARSHALL: All right.

SANTOS: Can I ask this one follow up...

MARSHALL: Oh, I'm sorry, Herb.

SANTOS: Thank you, Herb Santos for the record. So, your primary focus is the Washoe Tribe. Does that mean that Evanly Consulting is going to—if you were a successful candidate for this job, that would terminate?

EVANS: It's pretty much terminated already; I'm just fulfilling obligations that I had made. I have several NDAs in place, so I'm just closing the contracts out. To answer your question, sir, to be very direct, no, I would not be doing anything else.

SANTOS: Thank you.

MARSHALL: Okay, so the largest number—you guys are moving ahead of my—okay, so all right. I think we've answered the question largest number of staff, largest number of direct reports. Okay, so moving onto number six.

What do you see as your strongest skillset, sales, marketing or management? And is there something you feel that makes you uniquely qualified for this position? So, it was sales, marketing, or management, or if it was something else?

EVANS:

I would combine the marketing with the management. And you know to some degree sales, that's what economic developers do, right, we're pitching our areas to various site selectors and businesses. So, it's kind of a combination of those things.

And my career has been a nice blend of those, I think. I've had an opportunity to work recently with a myriad of personnel issues being thrown at me, you know at a very challenging, but very manageable rate. And it's what I talked about earlier, about seeing talents in myself, I didn't realize I can handle a lot. And I'm kind of surprised at what I've been able to accomplish since I've just – I've only been here four months.

So, you know philosophically I'm just leaving this up to greater powers than I. I really love what I'm doing, and if my skillset can be used in other areas at a higher capacity, I'm open to that, but I love what I'm doing. I have an excellent job there, and I'm good at it.

So, the management aspect is important I think to be able to do the other technical things that you can have staff manage for you is really, really important that you know when to step in as a leader and build a team.

And so, I would say of those three that you mentioned, my management skills are probably the strongest. I think there were there all along throughout the leadership programs that I've participated in, and my education. But only through the last couple of years in my consulting business and through this opportunity have I realized how good I am at leading a group of individuals.

ROBINSON:

Hi, Pam Robinson. Thank you for being here. Your resume is heavy on economic development and that seems to be the bigger trend with some marketing. Where do you see the tourism trends going over the next few years, and how would you use what skills you have, if they're not tourism-based to look at the vision of developing new kinds of trends and looking for new opportunities to promote tourism in Nevada?

EVANS:

That's a good question. Well, I like the way you approach this in asking your candidates to create these campaigns, because I think it required a little bit of out-of-the-box thinking.

I personally feel like there needs to be a little more emphasis on the rural communities, having lived in Las Vegas for, you, know five years. The Las Vegas Commission and Visitor's Authority does a very good job. I'm from that area, and they, in my opinion, don't need a lot of help. But I think certainly the focus for this particular state would be on those rural communities.

The whole concept of Sandoval's diversifying Nevada is extremely important. We cannot be reliant on one particular industry alone, and tourism has been you know the staple for this State, but I think we have to, as responsible stewards of tax dollars, we have to look at ways to diversify in that.

So, certainly keeping up on the tourism, but just realizing that it's one component of it, and continuing to fight for those sparse dollars and grants that are available.

MUN: Just going back a question before, you said management is what you feel you're strongest in.

EVANS: Um-hmm.

MUN: How would you describe yourself as a leader, what kind of like characteristics of leadership do you think describes you best?

EVANS: That's a really good question, Ms. Mun. I think it really goes back to two key points that I've always tried to express to staff, and it's sort of my mantra I guess to the point that people are probably sick of hearing about it.

But I believe in being a good steward of taxpayer dollars. In everything that we do, we should be cognizant of how we're spending that money, right down to the supplies that we order. I also believe in trying to maintain awareness of the press, always keeping yourself out of the headlines whenever possible, unless it's in a good way of course for promotion. But if a person is able to truly go to work every day and think of those two things, then I think they'll keep themselves out of hot water.

My first bit of advice to an employee is to be ethical, but if they don't know what that means, then I explain it to them. Keep these two things in mind, and this will keep you out of hot water, and it will help you to become a very good employee.

SANTOS: Herb Santos for the record. If I could do a follow up on that. If I was to call the folks that you supervise, and ask them to describe the type of leader that—how they perceive you as a leader, what do you think they would say?

And then if they saw the transcript of what you said, how do you think they would react to your description of what you think they would say?

EVANS: Well, that's a good question, Mr. Santos. First of all, I would think that they would say I'm tough, but I'm fair. The word "accountability" comes to mind. I think there's been a period of time where there's not been any accountability, and I expect people to earn their paychecks.

So, I'm fair. And I think if they were to read that, I think that they would agree with it. I would hope so, anyway. I hope that that's a fair assessment. I'm very open. People can come and talk to me with just about anything, and I try to be receptive. And, you know,

just to give you an example, I have a gal that I'm working with right now. She's not my direct report, she's under the General Counsel, but she's having some pretty severe health issues, and she's been with the Tribe for 15 years, but they don't provide the kind of benefits that government does.

And now I'm going out of my way to make efforts with the local senior center and find out about housecleaning, and Meals on Wheels and things like that, we're going to put her down to 10 hours a week contract, so that she can work from home, and give herself the opportunity to stay on health benefits.

So, I'm very compassionate, but I'm also not a doormat. If people are not doing their work, they're going to hear about it. I hope that gives you a little bit of an idea of my level of concern for my staff, yes, sir.

MUN: What are you most excited about this opportunity?

EVANS: I think I represent well. I think because of my level of integrity and ethics, I'm able to hold my head high with not pride or arrogance, but just a feeling of accomplishment every day when I go to work. I work really hard.

This particular position I think is, I think it's a high profile position, but I think it also has the opportunity to bring money to the area, which you know that always thrills me to be able to market something and take advantage of just sort of—what's not there, just shed some light on something that someone else should maybe look at.

So, yeah, economic development, it was really a blessing for me when I had the opportunity to get into that field some 10 years ago, because it created a passion in me to be able to create jobs and give people a higher quality of life. And to me, that's what it's about at the end of the day. It's not so much work, you know what we do here is what's happening the rest of our lives. And if we can help enhance that quality of life for the residents, then we're doing the right thing. Thank you.

MARSHALL: Last question, all right. How would you define heritage tourism? And how do you think the Department of Tourism and Cultural Affairs can leverage this type of tourism in Nevada, specifically?

EVANS: Well, certainly working with local Tribes to capitalize on what they have to offer, and help bring more prosperity to their communities, there's a lot of untapped resources, I would say, in terms of awareness. And I know with the opening of the Stewart Street School, being able to take advantage of our assets, and educate people on what the Natives have gone through, what the land is about, what their philosophy is, their belief, their traditions, it's really quite eye-opening.

And I think I'm being able to educate and market the general public on that, there's a huge draw, especially from Europe on Native American tourism, and I would definitely want to dip into that a little more, as well as the heritage of the State in terms of its

industrial heritage, and being able to capitalize on some of the historic stories, the ghost towns I read in the recent magazine, the focus on that campaign, and I like it.

But yeah, I think there's a huge opportunity to take advantage of the heritage aspect of the State, and as I wrote in my proposal to, you know, shine on other communities, that there are more than just lights in Nevada.

ESTIPONA: I have a couple questions, Edward Estipona for the record. When you had a chance to do some research, what do you think are the biggest opportunities right now for the State when it comes to tourism, as far as where do you think you can see the State going in the next five years, and bringing in more visitors?

EVANS: I would say there's an opportunity for ecotourism. There's a lot going on here on an agricultural level, and I think it's been successful in other areas in terms of viticulture and analogy, being able to teach people at local colleges how to grow grapes, and then how to make wine, I think there's an opportunity there. I did a lot of promotion down in – in central Arizona on that, and they have a burgeoning wine industry, so I think that's one opportunity.

Again, though I think the cultural component, the heritage component is a big one, taking advantage of the uniqueness of this State.

Currently, we have an initiative, the USDA is funding an initiative, it's called Ready, Rural Economic Development Initiative, and they've come in, and we're the only Tribe in the State that has this opportunity, we've been able to draw on stakeholder knowledge, and bring in the different community members to find out what it is they want as we move forward to capitalize on the assets of the Tribe.

So, I think the culture and the heritage piece of it is something that definitely could be expanded upon.

DELONE: What's your current base compensation annually?

EVANS: I make \$113,000 and I have an extra four percent in 401K.

DELONE: So, this job pays a comparable amount?

EVANS: A comparable when – yes, sir, when you deduct for the...

DELONE: So, as we sort of head into the final lap of your interview, just summarize for me in under a minute why we should as a committee select you as one of the successful candidates to recommend to the Governor? What's your shining star here today?

EVANS: Okay, well thank you for that. And I do hope that you'll consider me as part of the final three. Certainly, my education, and certainly my government experience, and then just also my passion for the community and wanting to serve the community, be a good

steward of taxpayer funds, and always do the right thing. I'm a good leader. I'm a good manager, you know people know that I care about them. And I think that I would represent the organization well.

DELONE: Good answer.

SANTOS: On your resume it said—Herb Santos for the record—it says I develop personnel policies and procedures, as well as direct the activities of all Tribal Council approved programs. Can you give me an example of any Tribal Council approved program that has anything to do with—somewhat with tourism? Or what type of activities are we talking about?

EVANS: So, as far as—the first part of the question was about Tribal policy and procedure?

SANTOS: Well, your resume says I develop personnel policies and procedures as well as, and this is what I'm getting at, direct the activities of all Tribal Council approved programs by achieving the program's objectives. What type of approved programs from the Tribal Council do you direct?

EVANS: Okay. Those, not so much in the area of tourism. As I mentioned before we're in the process of hiring an economic development director for that purpose. So, I just wanted to clarify that for you, but in terms of the programs that I do advise council on, that includes updating policies.

Right now, I'm working on the HR policy, there's a lot of reference to personnel board, and various conflicting information which is causing great confusion. So, I'm updating that.

I'm also working with the Health Clinic to take advantage of a six-million-dollar health and wellness grant that we've been awarded and advising Council on how best to approach that in a systematic way. We have a plan in place, but we're having a few obstacles with that.

So, those are some of the programs, in addition to roads programs under the RTA funds, and shucks, working with the Police Department in their domestic violence funding, as well as the Courts.

So, those are the types of programs, when they come in, I evaluate and I consult with the manager or the director and then we come up with a strategy to educate Council, so that they can make informed decisions.

SANTOS: Thank you.

ESTIPONA: Edward Estipona. In looking at your whole career, can you tell me perhaps from a marketing standpoint and specifically on media standpoint, what has been probably your biggest media campaign that you ran, or that you pushed through and managed?

EVANS: I worked with the City of Glendale to get a public tax passed for public safety. And it was a pretty hard push. There had been a lot of tax hits recently within like the last two years, and so being able to push that through and create the right voter pamphlets, do the right PSAs and just roll that out to the public and get it passed.

Some people think that public safety is always a no-brainer and they're going to pass it, but that's not always the case especially if there's been a lot of—if there's been recent increases in tax. So, I would say at a very local level, that was a pretty successful campaign in terms of how it was approached.

On a bigger perspective, you know rolling out the Super Bowl promotion, that was not a city campaign per se, but we certainly helped promote it to the best of our ability and not use tax dollars inappropriately, but we received a lot of free press on that and media impressions as a result, so it was definitely worthwhile investing. So, that's kind of a couple of different examples I guess. I hope that answers it.

KROLICKI: Thank you Madam Chair, hi, I'm Brian Krolicki for the record. Again, thank you for sitting here and you know this isn't always the most pleasant thing to do, thank you for subjecting yourself and applying.

EVANS: Thank you.

KROLICKI: This building is filled with extraordinary people, with talents that you know I can't fathom sometimes, but the day goes from worrying about rural Nevada, to the other side of planet, and how to bring tourists here. There are a ton of stakeholders, obviously hospitality tourism is the major industry here in the State.

In the first 90 days, and we've got legislators, and you know other tourism groups, and volunteers and professionals, what would your first 90 days be like? I mean what would you do. How would you tackle it? How do you get settled into the chair?

EVANS: That's a good question. I'm sure it would be a very quick 90 days with all the activity. I would definitely want to get to know my staff, and find out how the team works, what the dynamics are, what the expectations are, and then you know begin to meet with the community partners. I think looking at certainly the importance of the *Nevada Magazine*, and who contributes to that would be a big piece of this position.

But you know primarily just looking at the different trends in tourism and seeing what has worked and evaluating what might work better in the future. It's always difficult to balance yourself between heavily populated areas, and we all know we have this North/South thing going on and being able to give the rural communities the attention they deserve. That's something that I would personally take on and want to be able to try to promote a little bit better.

PAZINA: Hello, this is Julie Pazina for the record. Welcome and again thank you for being here today. I'm chiming in from Las Vegas. And I was curious in your career, have you had

any experience in trade show or convention marketing, it's such a huge component of the tourism for our State?

EVANS: Yes, actually, and I don't know where I'm looking, where the camera is here. So, I actually worked quite a bit at the convention center when I worked for the City of Las Vegas, because we went out and talked to all the trade show vendors, you know it depended on the industry. I was primarily focused on IT, and I did some manufacturing there too, but certainly going out on the other side of the table and being able to explain what services we had to those folks that were you know set up there.

And then on the opposite side of the table, I also was responsible to set up booths, and do various events for the City of Las Vegas, when people were coming in to visit us. So, I actually have sat on both sides of that, good question.

PAZINA: Thank you.

MUN: I'm guessing that you've been involved in authoring a strategic marketing plan in some of your companies. Can you tell me a little bit more about that?

EVANS: There are two instances of that. One I created for a small town, and then that was pretty easy, because I didn't have much to begin with. But I focused on getting a web campaign at that time, I'm bringing in a consultant, because we didn't have internal staff to be able to manage that and having an online presence.

And then from the community perspective, I certainly put a lot of work into making people have the feeling of a sense of home, a sense of place, so creating a lot of marketing—I'm sorry, a lot of small events that would keep people home, but also bring people to the area.

One of the things I did was get the area downtown designated as an entertainment district, so that we could be part of the Verde Valley Wine Trail and bring in various Wineries. There was a stipulation about being in proximity you know to churches and schools. So, that's helped kickstart that. I also had an event where we brought in [inaudible] from the northern areas on the university to do star gazing nights and bring the kids in to be able to look through the telescopes.

So, a lot of just creating that sense of home there. And then certainly with the City of Glendale, I had a lot of opportunities which I've talked about. Thank you.

MARSHALL: Okay, was there any final comment you wanted to make?

EVANS: I just thank you for this time. I know I've been on the interview side of the Board many, many times, and I know you ask the same questions over again, and people kind of look the same after a while. And I just hope that I made an impression on you. I would like an opportunity to come back and speak further if that comes up, but please let me know

if you have questions. I would only ask a follow up question, and that would be just the formality of the process and what the next steps are.

MARSHALL: First I wanted to say that I think you're very professional, and I really enjoyed your presentation, it was very nice.

EVANS: Thank you, ma'am. That means a lot to me.

MARSHALL: If you could leave your references if you didn't give them already. So, what's happening today, is we are interviewing the top candidates, or the short list if you will. The Board will make a decision today on what three candidates they will refer to me and I will bring them to the Governor. It is the Governor's appointment ultimately, and so what he chooses to do with that recommendation is up to him.

EVANS: Well thank you very much to you and Las Vegas as well. I appreciate it. Thanks for your time.

MARSHALL: We'll move forward pretty quickly I think because it's been a long process. So, thank you.

EVANS: Thank you very much.

WILSON: Kate Wilson, for the record. Our next applicant is actually located in Los Angeles, and he had a meeting there that he could not change, so he's going to be calling in. We asked for the other applicants to not call in until 12:50 sharp. So, we just have a couple minutes until that person will be calling in. Everyone else is still in [inaudible]. Ari Levin? Yeah.

Pause

WILSON: Commissioner Stoldal? Can you just turn your mic on because they won't be able to hear you at all?

STOLDAL: So, it was Pam's question that really struck me is when you asked about the direction of tourism, there wasn't an answer there, and the answer she supplied with redevelopment which, of course, is important we get that, but this is for tourism. So, that really struck me as a key answer or lack of answer. Thank you.

MARSHALL: Are there comments?

SANTOS: I had a thought too. When you guys put together these –

MARSHALL: Just a minute. [inaudible] Just a minute please.

WILSON: Hi, is there anyone on the line? If you're on the line, if you could please mute your phone, that would be great. Thank you.

MARSHALL: Okay, guys. I'm sorry. Maybe if you don't mind if we hold it to the end?

WILSON: One more time, for those of you who are on the line, if you could please mute your telephones.

Pause

WILSON: Hi, Kate Wilson, for the record. Do we have Mr. Levin on the line?

Applicant Ari Levin

LEVIN: You absolutely do.

WILSON: Perfect. I'll hand it over to the Lieutenant Governor.

MARSHALL: Hi guys. Okay, so we're back online. Mr. Levin – is it Levin or how do I pronounce your last name?

LEVIN: Yes, ma'am, yes, it's Levin. Thank you.

MARSHALL: Levin, all right. So, let me talk to you a little bit about how we're going to do this. Thank you very much, first, for calling in from L.A. I appreciate you doing that. You are a part of a group of the short-listers here. I will give you an opportunity to make some opening statements, and then I have a series of questions.

There's seven questions, but sometimes we get ahead of ourselves, and so some questions are answered. And I will ask the questions, but I will let the board members follow up, okay? And then at the end I'll give you an opportunity to make any closing remarks, should you so choose. I think we have 45 minutes total. If that's okay with you, we can begin. Does that sound good?

LEVIN: Yes, thank you so much first and foremost, Lieutenant Governor. I greatly appreciate you and the rest of the Committee working with me while I am at the Regional Census Office in Los Angeles representing Las Vegas and the State of Nevada.

I'd just like to say I am the number one person in the region, and not only that, actually the number one person in the country that has secured the largest partnerships for the State of Nevada. And I know, Lieutenant Governor, you've been very active and very supportive of the 2020 census, so again, thank you so very much.

MARSHALL: Thank you. And I appreciate that. Did you want to then make an opening statement about your application and then we'll move to questions?

LEVIN: For sure. So, I'm pretty much a native of Nevada, and that has been my entire goal and my life dedicating to the cultural life and edification of Nevada and have been

responsible for some of the largest cultural and other events that have grossly helped Nevada, both in cultural life and to the state and tourism throughout my entire career. I was doing this before even the Smith Center was open.

I have received special recognition, both formally, from former Lieutenant Governor and Governors for my economic and cultural developments to the State of Nevada, and specifically from former Lieutenant Governor Lorraine Hunt Bono, and also former Lieutenant Governor Lonnie Hammargren, as well as former Governor Guinn.

These events, again, included the rarest and highest caliber of art and festivals in the country. This included the only United States performance of the Royal Shakespeare Company that I brought exclusively to Las Vegas, again, the only U.S. performance of the Kirov Ballet which still to this date is the largest attendance of a ballet in Las Vegas history, over 3,000 people.

And have also created festivals and worked with former Mayor Goodman in bringing the 2007 NBA All-Star Game to Las Vegas which was the first time in NBA history that a city hosted an event, an all-star game, that doesn't have a team. And even more recently, I've been responsible for bringing Oprah Winfrey entire productions to film here in Las Vegas for over four years.

So, again, this is something that I'm extremely passionate about and have the most proven, successful track record in creating cultural life for the State of Nevada. Thank you.

MARSHALL: Thank you. Did you want to explain anything or do a presentation on your writing sample and action plan that the candidates were asked to submit?

LEVIN: I'm sorry, Lieutenant Governor, could you repeat that?

MARSHALL: Yeah so, you know, each candidate was asked to provide a writing sample and then an action plan. You were given a couple of questions, right?

LEVIN: Yes.

MARSHALL: I wondered if you wanted to talk a little bit about your submission.

LEVINE: Certainly. Thank you, Lieutenant Governor. So, my submission, again dealing with the culture and the arts, this is a very big industry, and it's very nationally recognized through the National Endowment of the Arts and Americans for the Arts, how much arts and culture increased population, increased why we want to stay and live here.

So, my idea, and I had worked with rural counties before, again, in bringing the arts festival and the performance of Baryshnikov to Reno. So, in expanding that and specifically dealing with the rural communities, my idea, and I submitted a temporary budget and action plan, was to do an arts festival that involved several of the rural

counties, including Carson City, Elko and Reno, and having them interact with this arts festival.

I've done this before with several locations, again with the arts festival years ago when we brought Baryshnikov there to Reno. So, interconnecting the festival and the events in these rural properties only helps create public awareness as well as the arts. So, that was my idea.

MARSHALL: Thank you. Any questions of Board members. All right, moving to—

CARANO: Yes.

MARSHALL: Oh, I'm sorry.

CARANO: Mr. Levin, Cindy Carano. Thank you for bringing Baryshnikov because I enjoyed him thoroughly in our show room, however, I was looking at your conceptual cost appraisal for your arts festival and adding that up several million dollars. So, your three-day festival—I'm trying to see how that would work in your proposal. Just wondering about return on investment or how are you going to fund this?

LEVIN: First, let me say, that was just a sample. The instructions just said to do a sample budget. It wasn't supposed to be accurate by any means in the instructions that we got, just a sample budget. So, that was a sample budget that I had used before. It wasn't done specifically for that. It was done in a generality which is what kind of I understood the instructions to be. It wasn't supposed to be a formal budget preparation. It was supposed to be a sample budget of what it would look like.

MARSHALL: Okay, moving to the next question. Could you explain your experience in hospitality and/or destination marketing? Do you have any administrative or government experience?

LEVIN: Well I'm currently with the Federal government now, and again, have worked exclusively with past Lieutenant Governors and Governors, on dealing with tourism and culture and the arts and destination management, having worked with the LVCVA and other large-scale DMCs on promoting these events and tourism.

MARSHALL: Okay. Thank you. Moving to the next question, I think you answered that you're currently employed. If you're looking to leave your organization, why is that so?

LEVIN: The position I'm in now is a term position, so that's why.

MARSHALL: Very succinctly put. [laughs] All right. Pam?

ROBINSON: Thank you, Mr. Levin, Pam Robinson. So, obviously the census gets over and, you know, results are given to the Federal government, but what prompted you to leave your previous position at Jolon Productions to go do the census?

LEVIN: It was very, very important to me. I got heavily recruited because of my past work and connections with the entities in Nevada. You know, not many people know—I mean the 2020 census is a big deal. This is the first time in the history of the census that, you know, it will be done online. Of course, you know, it's how the state gets funding.

The most important thing for me was not just the House of Representatives, but it was the importance of funding for hospitals, schools, and something that I've always taken special care for is Title I schools. So, in all of my events and festivals and cultural activities and tourism, I've always really heavily incorporated outreach and diversity worthy. So, that's why.

ROBINSON: Thank you.

MARSHALL: Okay. Moving on then, what was the largest operating budget you've been responsible for and if you could, what year was that?

LEVIN: Sure. So, the absolute largest would be Paramount Studios and Star Trek. It was a \$75M budget, and that ended in 2005, would be the absolute largest budget. I had over 450 employees. Again, something that I brought to the State of Nevada that no one else can compare to as far as size and scope.

Not only did we bring Star Trek there, but we built a 66,000 square foot facility, employed over 450 employees, and I was specifically responsible because Paramount Studios wanted to hold auditions and interviews even for ground workers and construction workers and maintenance workers. They wanted to interview people because this was, you know, huge. They wanted to hold interviews all over the country. And I vetoed that and had all the auditions, all the hiring, everything was done completely in Nevada. Again, a first for Paramount Studios.

The second would be when I was at the Tropicana Hotel, I was responsible for a \$10M in annual budgets and over 150 direct reports.

MARSHALL: Okay. Please don't mind that you hear these gaps. I'm looking to see if other Board members have questions and things like that, so I apologize if you hear these periods of nothing and wonder whether—we are here.

LEVIN: No problem.

MARSHALL: Okay, so what is the largest number of staff you're been directly responsible for, and I think you talked about direct reports, but the largest number of direct reports you've been responsible for.

LEVIN: Correct. So, again, Paramount Studios, 450 employees, second to that would be the Tropicana Hotel, 150 employees.

MARSHALL: And I think you said those were all direct reports?

LEVIN: Yes, ma'am.

MARSHALL: Okay.

STOLDAL: Question.

MARSHALL: Yes. Just a minute.

STOLDAL: Stoldal, for the record. Could you define 'direct reports' for me?

LEVIN: Those are FTEs, full-time employees and part-time employees and even at different points, volunteers that reported directly to me. This included, you know, anywhere from grounds and maintenance and union workers to managers and directors.

STOLDAL: Stoldal, for the record. You would evaluate each of these 150 people? Or did you have vice-presidents or sub-directors that oversaw some of these different groups, whether they were janitors or did the janitors report directly to you?

LEVIN: Both. You know, like let's say a maintenance worker or a grounds worker or a facilities person would have their manager, but then that manager would also report to me. And overall signing of raises, bonuses and disciplinary action was all my signature.

STOLDAL: Okay. Thank you.

MARSHALL: Okay. Thank you. Moving on, what do you see as your strongest skillset? Sales, marketing or management? And is there something that you feel makes you uniquely qualified for this position?

LEVIN: Yes. I'll say what's uniquely qualified me for this position again is my creativity and my 100 percent proven successful track record in the largest cultural events in the state, hands-down. I would say my strongest asset would be management, with a close second of marketing.

ROBINSON: Pam Robinson. It looks like you've got a strong promotion and marketing background. What do you see as the trends in tourism and where it's going in the country and/or internationally and how that relates to Nevada?

LEVIN: You know, marketing has over the past, you know, five years has drastically changed. It's all digital now and social media for the large part. The only thing I would like to add about that and what I've always done is heavily involving again diversity and also heavily involving the community.

But other than that, that's how it's drastically changed is it's all, you know, if you go back on the strip 10 years ago it was all, the *What's On* magazines and in-room and all

those are still there. It's nowhere near the publication and if you go and look at the subscription of the RJ which, you know, is literally a quarter of what it was 10 years ago, all because of online, and that is the trend of the United States as well.

ROBINSON: Thank you. Can I do one follow-up on that? So, with the trends, a lot of what we've seen, and it was part of the tourism, the Governor's Global Tourism Summit just recently is that a number of areas, the RSCVA and the LVCVA in particular are promoting districts and they're creating districts in their cities and areas to stimulate tourism.

How can you see that moving out into the rural communities where you could help them develop those same kind of districts which is most of what the Commission on Tourism is responsible for?

LEVIN: Yeah, it's about creating an event that excites people and attracts people and something that's, you know, uniquely different or something that they haven't experienced, you know, especially in those rural areas.

SANTOS: Herb Santos, for the record. You had commented about your bringing the NBA All-Star game to Las Vegas back in 2007. Three questions on that. First, what was the biggest challenge in doing that? When you look back on it did you believe it was a successful event? And what would you have done different?

LEVIN: Well there's a couple things. Look, did it promote the city on 110 different broadcasts throughout the world and televised in 43 different languages? Absolutely. So huge, huge marketing and PR effect. Did we have Kobe Bryant there? Did we have Kareem Abdul Jabbar here? Did we have Michael Jordan here? Yes.

And I would say, would you call it successful? Look the way how strong Vegas is now with sports with the Allegiant Stadium and the Raiders coming here. You know, and of course the Golden Knights. Was that a steppingstone? Absolutely. Some of the biggest challenges were, you know, that the Thomas and Mack was not up to NBA standards. So, there was a lot of dealing with that now.

But look at also, you know, the exhibition games that have come here and have sold out immediately. So, it prompted and showed, you know, other professional sports organizations that hey, you know what, we're ready.

MARSHALL: Okay, last question before summing up, how would you define heritage tourism and how do you think the Department of Tourism and Cultural Affairs can leverage this type of tourism in Nevada specifically?

LEVIN: You know, I would say, you know, in dealing with the Indian Commission and Nevada tribes, and just the different museums and history that's here, and again, you know, creating public awareness about these which there's not a lot of right now.

MARSHALL: Thank you. Yes?

KROLICKI: Good afternoon, Ari. This is Brian Krolicki. Thank you for joining us today. I'm sorry you couldn't be with us in person, but certainly understand it's hard.

Should this be the nod that you get, this is a very massive operation in Nevada. Obviously, tourism is a central economic engine of our state. This building in Carson City and our folks in Las Vegas and the volunteers and others who are affiliated scattered around the state, you know, it's a massive and robust organization. We touch rural Nevada, we touch the world and the other side of the planet. We have budgets, we have Legislators, we have stakeholders.

Your first 90 days sitting in the chair, how do you envision rolling this out and just getting both feet firmly planted into the Nevada Commission on Tourism?

LEVIN: Thank you so much, Mr. Lieutenant Governor. I think, you know, in marketing we do what's called a situation analysis, and that is what is working and what is not working. I dive right in, you know. I'm not somebody who sits back. And I think that's a conversation, and of course, you being the former Lieutenant Governor, having, you know, your input is hugely important for stuff that, you know, you wanted to see happen, and then of course, with Lieutenant Governor, Ms. Marshall, now kind of throwing my ideas and my plans in with her and what her ideas are and making them coexist and come to full fruition.

MUN: Hello, Mr. Levin, this is Cynthia Mun. And the question I have is how would you describe your management style and in your leadership role what were some of the challenges you've had in managing staff?

LEVIN: So, I follow a very synergistic and there's type of management. There's also, you know, there's three basic types of management, and I follow the democratic style of management which is a very open-door, and that's not a political term. That's a style of management. But I follow a very synergistic, open-door democratic style of management where it means as far as everyone, all of my direct reports and all of my employees, I have a complete open-door and face-to-face with.

MUN: Okay, and the second part of that question in terms of any challenges you've had in terms of managing your staff or your leadership?

LEVIN: You know, haven't really had much challenges, you know. Would have to say probably, you know, the most would be in dealing with the unions and collective bargaining agreements and disbursement and stuff like that. But you know, again, I was very skilled in arbitration and collective bargaining agreements, but those were the only ones, and very few that ever came up.

MUN: Thank you.

MARSHALL: Okay. I think we've finished our questions. Did you want to make any final concluding remarks?

LEVIN: Yes. Again, first and foremost, Lieutenant Governor and former Lieutenant Governor and the rest of the Committee, greatly appreciate your time and allowing me to call in. I wish it could have been face-to-face, but again, thank you so very, very much.

You will not find anyone that has dedicated so much time over, you know, 20 years, or more passion of leading the cultural and edification of Nevada than me. It's been my passion my entire life. And when people and other officials said, you know, it couldn't be done, I did it. And not only did I do it, but it was a huge success.

And now that economically we are so strong right now with everything that's coming to Nevada, it's the perfect opportunity to build and grow the culture and tourism. So, I'm very excited about this opportunity, and again, thank you all so very much.

MARSHALL: Thank you. Let me just explain to you what happens here. We are interviewing a subset of the applicants. Everyone is asked the same questions as you were, same format, and if you have any references, if you could make sure that Katie Wilson gets those.

LEVIN: Sure.

MARSHALL: And then the Board will be making a decision today after the end of the interviews to recommend three candidates to the Governor. I will take those recommendations to the Governor, and then the Governor, it is within his purview what he chooses to do. So, that's kind of the process, okay.

LEVIN: Wonderful. Thank you so much, Lieutenant Governor.

MARSHALL: Thank you. And again, thank you for making the time. I really appreciate all the work you're doing on the census. It's a lot of money, resources, for Nevada so we think it's very, very important, so thank you very much.

LEVIN: Thank you also very much. I look forward to meeting everyone in person. Thank you, again.

WILSON: Kate Wilson, for the record. Mr. Levin, again, as we mentioned, for the privacy of the other applicants, if we can have you jump off the line just as a courtesy, that would be hugely helpful. Thank you so much.

LEVIN: Thank you.

MARSHALL: Okay, guys, so where we are now is it's 1:20. Katie, is Tony available? We can bring in the next one. Is that what y'all want to do? Okay, so guys, some of you are not chatty. And as long as you feel like you're getting the information you need; because I want you all to feel participatory and stuff. Okay, good, okay.

SPEAKER: [inaudible]

DELONE: Kristin, in about a year and a half you'll get a seat.

MARSHALL: We normally put Phil there, just saying. And then, Julie, you had some questions, but I want people to feel comfortable that anything – okay, all right, so that's good. All right, so Katie, we can bring the next one in. You guys all comfortable with that? Okay.

Applicant Tony Lyle

MARSHALL: Just a second. I'm just getting myself organized. I apologize. All right. Okay, Mr. Lyle, is it? Yes, okay. Let me explain to you the process. I'm Kate Marshall, Lieutenant Governor. This is the Board. You also have Board member Julie Pazina in Vegas.

What we're doing here is give you an opportunity to make an introduction of yourself. There's a series of questions. All the candidates are asked the same questions because we're a public entity, okay. For purposes of ease I'm asking the questions, but really it is the Board, and I will let them do any follow-up that they would like.

Then I'll let you make any concluding remarks, if you have any. And I'll explain to you what happens after that at the end of the process. Does that sound good to you?

LYLE: Wonderful. Thank you.

MARSHALL: Okay. So, why don't we start by letting me ask you to introduce yourself then.

LYLE: Thank you, Lieutenant Governor Marshall, members of the Commission, and in Las Vegas. It's a pleasure and an honor for me to be here today to be considered for the position of the Director of Tourism and Cultural Affairs here with the great state of Nevada.

I'd like to take this opportunity, if you wouldn't mind, to go back a little bit further than my resume which I hope you have in front of you. It starts in 2002 and it's all tourism related. But I'd like to let you know how I got into tourism and what I did before that, if that's okay.

I left school at 16 and went to work with British Aerospace where I was an apprentice studying electrical and electronic engineering. So, after four years I got my credentials and my indenture and didn't stay there for much longer than that. And got into media and marketing for the first where I worked for a company, well actually three companies, that specialized in audio text publishing.

And this is back in the late 80's, so this involved basically premium rate telephone information and entertainment, horse racing, football results and things like that where you pay a premium to get that kind of information. Very quickly I became the Office

Manager in charge of Operations, and we were writing scripts and recording pieces, sales, accounting and account management. It was really kind of interesting.

However, it got me to thinking what was my true passion, and it was the outdoors. I spent a lot of time at high school in the outdoors with various clubs hiking and biking and things like that, and that's really what I wanted to do. But I couldn't get a job because I didn't have the experience, and I couldn't get the experience without the job. It was kind of chicken and egg.

So, I decided I would go back to school. So, I went back to university to Liverpool where I studied Outdoor and Science Education. It was going to give me everything I need in order to get the job that I want. So, I studied Outdoor Education and Science, Physics, Chemistry, Biology and Geography. I was teaching at high school during my training, and I got the ultimate job I wanted which was to be an Outward-Bound Instructor. I got it.

And I got a job up in the Highlands of Scotland and I was there for several years. But they would lay me off for two months every winter because I didn't have the highest-level winter mountaineering qualification, which was fine because I went to work at a rental shop at one of the local ski resorts. And yes, there are ski resorts in Scotland. There's five of them.

And I did that for a couple years, and I thought well I love this skiing and I want to be able to do it for the whole winter, not just two months, and that's where I discovered tour operators. And tour operators sent in British skiers and snowboarders to the French Alps, all over the world in fact, and so I applied, and I became an Inn Resort representative for one of the ski tour operators, now defunct, and I went to work in France.

I then went to work in Spain for them for a summer season and then moved to the largest ski and snowboard operator at the time in the UK called Crystal Holidays which is now part of 2E [phonetic], the 2E Group, out of Germany. And because I had an old visa and my passport, they sent me straight to the U.S.

I spent a season in Vermont, and this is all customer facing, so I'm looking at operations of bringing these guests in and making sure they all have a good time and they've got everything they need.

Backwards and forwards, I worked in London in recruitment in that program in the summer. Then I would come back. I spent time in Colorado and then ultimately, I was in recruitment, so I placed myself at Lake Tahoe. And that's when I first came to Lake Tahoe.

After a couple of years an opportunity arose after I stayed at Lake Tahoe and ran my own receptive tour operator business for small U.K. based tour operators that couldn't afford to have their own staff. And then a job opened up at Heavenly which is where

my resume that hopefully is in front of you starts. And so, that's my story, and that's how I got into tourism and that's ultimately what brings me here today.

MARSHALL: Thank you. I think my knowledge of English skiing has to do with that fellow who used to do dryland training. Remember, he'd go to the Olympics and he – what was his name, Charlie or something, and he was just like a –

KROLICKI: Eddie.

MARSHALL: Eddie, Eddie, that was it! Okay, anyway, okay, well I'll just get off topic, but Eddie, that was it. Okay. I realize that's not part of your resume. So, going into the first question, did you want to explain, so every candidate was asked to provide an action plan and writing sample, and did you want to talk a little bit about what you provided to the Board?

LYLE: Absolutely.

MARSHALL: Okay.

LYLE: The direction that I was given was to pick one of the rural counties and come up with a marketing plan, a situational analysis and marketing plan, on how you could drive visitation to that particular county. It would have been easy for me to pick Douglas County or even Washoe County, but so I picked White Pine County, a county that I'm fairly familiar with having recently driven from Salt Lake City back home, and with my 17-year old son. So, we were all about adventure and exploring and being pioneers while we were doing the journey.

I went in with my limited knowledge and a lot of research online, and I tried not to look at [inaudible]. So, I looked at what the county has to offer from Ely to Great Basin National Park which we tried to visit, to the railroad museum there, to the arts and indigenous population and activities, places you could visit. But also, things like the hot springs and Diana's Punchbowl and getting off the beaten track.

I tried to focus on that and really came back down to what I currently know and how I would go about marketing White Pine County would be collaboration, obviously using the team here, but requesting money. Ultimately, the marketing proposal had to include a budget and a letter as well to request the funds. I'm not sure if you have that in front of you.

MARSHALL: Yeah. We do.

LYLE: But that's all there. But really looking at what would appeal to new visitors rather than driving through and ultimately driving overnight stays, cause ultimately that's—we want people to stay and spend their money on lodging but also on everything else, food and entertainment.

It's one of those kind of documents, it could have been 25 pages long. It could have been, you know, just one page or so. I kind of got into it and didn't realize that it probably wasn't going to be executed. It was more of an exercise to demonstrate how would I approach it.

MARSHALL: Thank you. All right.

CARANO: Excuse me.

MARSHALL: Yeah.

CARANO: Did you actually take the drive?

LYLE: I did. Yeah, I did it a couple times but this time I actually picked up the passport and our goal was to get all the stamps.

CARANO: One of our passports.

LYLE: And we got every single one apart from Fallon.

CARANO: Good for you. Thank you.

LYLE: Because we cut across instead and we have the certificate at home as well. We mailed in the little card off the back and sent that in.

MARSHALL: That's very good. Okay, so I think you have already talked about this, so I apologize if the question is a bit duplicative, but if you could talk a little bit about your experience in hospitality and destination marketing and also if you have any administrative or government experience.

LYLE: Okay. Ever since my resume started in 2002 it got me thinking that I've really actually been in destination marketing longer than I give myself credit for, I'm starting with Heavenly Mountain Resort, my job was about time to sell lift tickets. And that's the metric, how many lift tickets can you sell through third-party vendors, any way that you can sell them.

But in order to sell the product I have to sell the destination cause people need to understand where is the U.S., where is the State of Nevada, where is Heavenly, what is it like, what does it smell like, what does it taste like, what does it feel like, why would I go there, what's the view like? You have to build everything up and sell the whole destination before you get to the close where really, where I want you to buy a lift ticket and come skiing.

The same with my time at Mont Bleu at the casino. I'm selling a room, I'm selling a pillow, and I can't really go into the amenities of the room because everybody is very similar when it comes to rooms. So, really, I have to sell the whole destination again.

Likewise, when I ended up Zephyr Cove, there's all sort of businesses going on there. We have, you know, from lodging to F&B to the marina product, to snowmobiles, to the cruises, obviously. But again, I've got to go through the same process.

So, when the job came up at the Lake Tahoe Visitor's Authority truly doing destination marketing, everything came together, and now I'm actually selling all of those other businesses in part of the process to get people to come to the destination.

MARSHALL: Thank you. What about government and administrative?

LYLE: The Lake Tahoe Visitors Authority that I currently work for is a bi-state agency. We obviously have the Tahoe Douglas Visitors Authority on the Nevada side that provide funding to us, on the California side, within the city limits we have the Tourism Improvement District that provides funding towards the LTVA.

So, we really answer to three boards, the TVVA, the TID board and then we have our own Lake Tahoe Visitors Authority Board that we have to answer to, plus we have a marketing advisory committee as well. So, there's lots of masters that we have to work with and report to.

MARSHALL: Okay, moving on to the next question then, it looks like you're currently employed. Why are you looking to leave your current employment?

LYLE: I've been at the LTVA, the Lake Tahoe Visitors Authority, for just over seven years now. It's a great team, it's a great job that I have, and I love it there, but jobs like this really don't come up very often. It would be an honor, almost a pinnacle of my career, to advance, to serve and develop myself. And I wouldn't have applied if I hadn't thought that I was at that stage of my career, that I had something to offer at this level, and I think I'm ready for a challenge and to move up.

ROBINSON: I just need clarification. On your resume you've got for the LTVA and High Sierra and Mountain Symposiums, that they're all present jobs right now. Are they different aspects of—

LYLE: They're associated with my job, but they're really volunteer positions.

ROBINSON: Oh, Okay.

LYLE: So, the High Sierra Visitors Council is very like the State of Nevada. They have rural regions, so obviously we have Reno-Tahoe territory on the Nevada side and then on the California side we're part of a High Sierra Visitors Council. I head that up as the President and I've been there for 18 months or so now. I'll do a two-year term and then we'll pass it off to somebody else.

The Mountain Travel Symposium is a third-party vendor trade show. It's been going on for 43 years, 44 years, I think. It moves around the country to different mountain destinations, and it's a travel trade show where buyers meet suppliers of mountain product. And on the same note, going back to the High Sierra, there is a Visit California rural committee that I also sit on, and I've sat on that for six years, six and a half years at the moment.

ROBINSON: Thank you. I appreciate that.

MARSHALL: Okay. Moving to the next question then. Largest operating budget, if we exclude debt service, you know, public entities often have debt service, private too, that you're been responsible for and what year might that have been?

LYLE: The largest budget that I've been involved in is the current one, the Lake Tahoe Visitors Authority. The budget is just over \$6M. Each year we start in the spring building out the budget. So, we know our departments, we know we have revenue and then we know our various expenditure departments that we have, and we build that out knowing of initiatives that we want to execute in the next year.

We then have the executive, which is our CEO, our senior vice-president and me. We'll sit there, and we have many rounds then going backwards and forwards with the budget. And I'm the one that will then go in and enter the numbers, make the changes, until we get to a place where it's presented to sometimes the marketing committee but ultimately, it's approval of the LTVA board.

MARSHALL: Did you say 60 or 600?

LYLE: \$6M.

MARSHALL: 6-0?

LYLE: Just \$6M.

MARSHALL: \$6M. Okay. Thank you. Sorry.

LYLE: Yeah. I wish it was larger.

MARSHALL: I just gave you a huge increase!

LYLE: Thank you.

MARSHALL: All right. Okay, moving on. What's the largest number of staff that you've been directly responsible for and the largest number of direct reports that you have been responsible for?

LYLE: Currently where I am, we're a lean team. We're a team of nine full-time staff members plus about four hourly staff that run our visitor centers. I have—I sit on the executive, the three of those, the President, CEO, Senior Vice President and myself. And then I have three direct reports coming up to me.

One is a marketing manager; one is our digital manager and we have a project manager. But at the same time, we have an internal digital committee that I head up which has some staff members. And then through that group of the digital team, we manage our social media agency, our digital agency and to a certain extent our creative agency at the same time.

At Vail Resorts, if I go back, that was probably the next largest where I had four direct reports, but multiple reports underneath that because I was at headquarters in Colorado. We had staff in each resort that we would manage down, but they were under somebody else.

You're looking at a team that's much larger then because we also had a reservations department that specialized in international reservations for tour operators. So, you're looking at something a lot bigger in the kind of 20-30 range, but never more than about four directs.

MARSHALL: Thank you. Moving then to skillsets, what would you see as your strongest skillset? Sales, marketing or management? And is there something you feel that makes you uniquely qualified for this position?

LYLE: Ooh. I think I'm a salesman at heart. I'm all about relationships and getting to know people. It's difficult in destination marketing because ultimately the word sales is used, but there's no final transaction. We really have really marketing and matchmaking the correct people together at the same time.

But I like to meet people. I'm interested in people. I like to listen to people, and I think that's part of sales, so if I had to pick one of the three, I would pick sales.

ROBINSON: Tony, what do you see as the trends in tourism, both domestically and international, because obviously Nevada's a huge international draw. What do you see happening and how would you address those trends?

LYLE: I had an email this morning with a U.S. Travel Association report talking about the continued decline in the U.S. market share of global long-haul travel, and they see that happening. It's a tenth of a percent each year. It's not massive numbers, but the market share is declining, and they see that through 2023.

I think what's important is then to look at Nevada's market share of the visitation to the U.S. and ensure that it does not go parallel with that of the union as a whole. And I've seen examples of this in California, for example, when you look at numbers increase, or

not necessarily decline as much as the whole country, they're clearly gaining market share within the U.S.

I think that is something that really needs to be kept on top of. I'm a big data geek, so I love looking at numbers. It's nothing to be worried about. The forecast is to increase over the next three years; however, you've got to take into account that market share. It could have been bigger. So, you've got to keep a hold of your market share and make sure it's front of mind.

CARANO: Mr. Lyle, Cindy Carano, for the record. I would just like to go back to the last question. What do you feel makes you uniquely qualified for this position, being it travel and cultural affairs?

LYLE: My apologies for not addressing it. Yeah. I think my experience draws on various aspects of tourism, whether it be outdoor activities, whether it be hospitality, lodging and hotels or destination marketing. I think the mix compliments myself with having all these various experiences in my career in the last 17 years or so, and since my resume starts there.

You know, I mix with—in circles with my peers from other destinations and they've come through different ranks. I think being on the other side, when you look at the tourism side, having worked for tour operators as well, I've done both sides, so I've sold product, I've been front of house in front of people, but also worked for the different aspects of a visitors' experience first-hand.

MARSHALL: Okay, so moving to the last question. How would you define heritage tourism and how do you think the Department of Tourism and Cultural Affairs can leverage this type of tourism in Nevada specifically?

LYLE: I did mention that in my White Pine County document. Obviously, heritage tourism is about what people can see, feel and do that is authentic to a particular destination or state, the history, the peoples, the people that are there right now.

People want to meet locals. They want to feel like a local. They want to soak up the whole destination themselves, and for a brief moment, whether it's a couple of hours or a couple of days, they want to feel like a local, that they belong there.

So, really, the three different departments really all play a part because if you look at my perceived definition of heritage tourism, if you have the arts, especially if it's focusing on Nevada artists and art, that's part of the fabric. But when you look at the Indian Commission, well just by definition and it's location, that's part of the fabric. The museums have artifacts that are Nevadan, so it all mashes together, and it's all part of the Nevada fabric and is in my belief heritage tourism.

STODAL: A broader based question, reading the last couple of days about the ski industry, and the massive consolidation. Do you see that continuing and what impact would that have in Nevada?

LYLE: There is consolidation going on for sure. You've got the two largest corporations in the US, both based up at the lake and there are partnerships that are forming on a more informal basis amongst the smaller independents. The independent ones are getting together.

It is affordable, the past products, the season past products of these larger corporations are putting out there, if you buy them in time, it makes skiing extremely affordable and is driving numbers.

Obviously, with the ski industry, the bigger question will be looking at the climate as time goes on, but they are diversifying into more summer offerings. You see these ski resorts now offering mountain bike trails, and roller coasters and things like that, ropes courses.

So, overall, I believe the consolidation is good for the industry, and good for tourism, and good for Nevada.

STOLDAL: One last question. The issue, the challenge we all face with climate change, how is that impacting the ski industry?

LYLE: Well, they need snow to operate, and cold temperatures to make snow. I met someone from the California conservation last week, and we started looking at 100 years ago, the snow was just on the top of the mountains. I think all of us involved in tourism have a responsibility to be responsible and sustainable and look at tourism and whether we're doing the right things for the environment, but also managing our guests at the same time, and our expectations of our guests. We're talking about respect for the outdoors, littering.

And then we look at crowding, the phrase that people use, you know over tourism I think is used too much. But we have to start managing our guests, which is a great opportunity for Nevada, and especially rural Nevada, when you're starting to direct them.

You look at California, Yosemite for example, it gets very crowded in the summer, so you have to start managing those guests and give them other options, and appeal to them to go somewhere else and explore. Everybody is into the hidden gems and off the beaten track attractions and places to go and see, so I think that's where we need to go. Thank you.

MUN: Hi, this is Cynthia Mun. In terms of your leadership, how would your direct reports describe you?

LYLE: Interesting question. Thank you. I'm very approachable. I'm very giving with my time. I run an open-door policy; people can come in anytime. I have a listening ear; I won't judge too quickly. I won't give my opinion or direction quickly, I want to get all the facts, and I ask lots of questions. But I'm not scared of asking the direct questions.

Everybody knows in the office where I am at the moment. I really don't tolerate gossip and rumor and speculation, I'll nip that in the bud straight away, because I'll ask what are the facts? Let's get that person in, and let's go over it, and find out what the real facts are. I'm friendly. I like to have fun, but we get the job done. I think that's what they would say. Thank you.

KROLICKI: Thank you Madam Chair. Tony, good to see you. I have full disclosure, I can confirm that he does like to have fun, but I've known you for many years, and it's just a pleasure to have you here today. And I'm surprised Carol let you out of the office to do this.

You are familiar with NCOT, because you've been part of—you've traveled with it, you've worked closely, but this building is full of incredible people, but you've got the rural Nevada, you've got the international markets, you've got budgets, you've got legislators, you've got stakeholders both here and beyond. My question is, in the first 90 days, besides moving to the State of Nevada, should you get this position how do you envision your first 90 days to be? How would you tackle it? How would you take it one bite at a time?

LYLE: Thank you Commissioner Krolicki. We traveled together in 2004 with then Lieutenant Governor Hunt, when we opened the first office in China, and we went to South Korea and China with our delegation. And thank you for your question.

The first 90 days, I'm not in a rush to prove anything. There's certain aspects of the Department that I need to become educated on, new policies, and procedures and the way things are done, how to find the information that I need to find, but more importantly, it's the people. I need to understand who the staff are in each of the divisions, what they do, how they do it, and looking at strategic plans and guidance, and engaging the staff, but also all of the stakeholders.

That's really my priority before jumping in to make any recommendations or changes or anything like that. I'm not in a hurry to do that.

There's also parts of the State that I'm not so familiar with. I've never done the drive from north to south or south to north on the eastern side. I know, but you know I've done 50 and 80, and the drive to Vegas I've done many times, and then down to LA from Vegas, I'm familiar with that area.

When I say stakeholders, it's also, you know, territory chairs and their stakeholders. I need to understand what the expectations are, not only from Lieutenant Governor and the Commission, but also the Governor, but also what are the expectations of me from

the staff, what are they hoping to see from me, and also from obviously the various divisions, and division heads as well at the same time.

So, I see myself being a sponge, asking lots of questions, how things are done. And throughout the whole process, people will get to know me and understand my capacity and what I'm going to be able to bring and do for Nevada. Thank you.

PAZINA: Hello, this is Julie Pazina from Las Vegas, thank you so much for joining us today. My question would be both what excites you, and what scares you most about the role of Director of Tourism and Cultural Affairs?

LYLE: Let's start with the scary one. It's obviously, government, and it's something that I am not so familiar with. I take everything in my stride, and it doesn't faze me in any way, but it's the unknown, and I know that I've got to understand the way that everything works here.

What excites me is being able to make a difference, and I believe I've got my skills and my talent to offer. And I like to think out of the box. I'm not scared to try things.

I'm okay with failing, so long as there is learning afterwards. And I like to be creative. We've got to stand out from our competition. We have to be truthful to our visitors, totally truthful and transparent. I really do believe that once I get in looking at agencies that you work with and the different departments and what everybody does, and just be able to step back, I have this ability to step back and evaluate and look a ways forward.

My colleagues in the office often make fun of me at staff meetings, because they'll pose an issue or a problem, and I've actually got the solution before they've finished explaining what the problem is, so my brain kind of works that way and I will try to – there's always a solution. We can do anything we want. There is always an answer. So, I'm excited to bring that approach to Nevada.

PAZINA: Thank you very much.

ESTIPONA: Edward Estipona for the record. I'm just kind of curious. You've seen all different parts of the world at this point. What do you think Nevada has at this point, that they bring to the table that nobody else can? What is the unique opportunity from a tourism standpoint that we can sell, that nobody else can sell?

LYLE: I've traveled all over the world, and all over the States as well. And Nevada is—I look at it from new eyes. We see it every day. And we often come up with an answer because we know it, and we're very familiar.

I think someone coming in for the first time and seeing it, especially international guests, and a lot of domestic visitors as well, it's like it's something you've only ever seen in the movies. It's a dream, it's not—they haven't seen it and experienced it before.

You have the mountains, one of the most mountainous states in the country, but you also have the deserts. You have, if you want to call it the Wild West kind of cowboy history that people are intrigued by. I remember taking an Indian fam, we were in Genoa, at the Mormon station, absolutely fascinated by all the artifacts, and there was a docent there that explained what things were there.

People are really, truly interested in the history of what the place is really like. And it's uncovering that and conveying that in the correct way, marketing it in the correct way, so I believe you'll be successful. You're honest, you tell the people what it is, but you scrape down and let people see hidden gems and feel like they're the first person to ever experience that. I've done something that nobody else has done.

MARSHALL: Thank you. So, guys we're on the little time clock there. Mr. Lyle, do you have any concluding remarks you wanted to make?

LYLE: After speaking with you today, thank you. I've enjoyed talking to you all. I truly believe and am excited about the possibility. I believe that I am a qualified candidate, and I'm excited about the opportunity.

Hopefully, I've conveyed my experience and background and passion effectively to you all today. I am highly motivated. I do commit 100 percent. One of the things I've learned is not to be too over-zealous. But at the end of the day, you know I pride myself on what I've done, and I've achieved so far, personally and professionally.

You know I hold myself highly accountable for my actions. I also pride myself on my integrity at the same time. It's probably the most valuable thing I have. Thank you.

MARSHALL: Thank you. I have heard wonderful things about you, and I appreciate it, despite what Krolicki says. I haven't heard anything about your partying techniques.

KROLICKI: I have pictures.

MARSHALL: Anyway, so I appreciate it. What we're doing now is if you have any references, if you could provide those to Katie, if you haven't already. We are interviewing a subset today of the candidates and the Board will make a decision today of three candidates to give to me, and then I will take those to the Governor. Then it's within the Governor's purview what he chooses to do. Does that sound clear?

LYLE: Okay. Do you have any timeline guidelines?

MARSHALL: Well, so I'm hesitant to say, because I have had those, and each one has been dumped off of the edge, so all I can say to you is that it's been a while, and we're really trying to move this forward.

LYLE: Okay. Thank you for your time.

MARSHALL: Thank you very much.

WILSON: Kate Wilson for the record, so we have two options. If you guys look at the discussion Agenda Item J, there is a regulation that we have to discuss. It was posted about two or three months ago, and because of the way that it was posted, it had to be done after 1:00 p.m.

Our next applicant is not technically until 2:30, they're here, we can continue with the applicants, and just go straight through those, and do the regulation at the end, or we can take a break, have the Deputy Attorney General explain the regulation to you guys and pick back up with the applications at 2:30.

MARSHALL: Julie, we're taking a little break of like five, ten minutes if that's okay, and then we're going to do a regulation and then we're going to go back on the interviews, okay?

PAZINA: Sounds perfect, thank you.

BREAK

Public Hearing on Notice of Intent to Act Upon Regulation

MARSHALL: All right, guys we're going to get this show on the road. We only need Krolicki and a couple people.

Okay. Justin is doing the presentation. We're waiting for two people, okay?

TARUC: All right, thanks Lieutenant Governor.

MARSHALL: All right, hold on a second. All right, guys, I'm calling the meeting back to order. Krolicki is here. So, Justin did you want to take it away.

We are taking things out of order guys, we are currently on Agenda Item J, J is the discussion, K is the potential motion on a regulation. And Justin if you wanted to do the explanation.

TARUC: Sure, thank you Madam Chair, this is Justin Taruc, Deputy Attorney General for the record. It looks like this discussion is regarding LCB File No. R080-18. It looks like this specific proposed regulation sets up a procedure as far as if individuals want to petition this Commission to adopt, file or amend, or repeal any of its regulations.

On page two of the packet, it shows the proposed language. And it looks like within 30 days of the petition this Board or Commission will have to either deny it, initiate lawmaking procedures, or accept it.

MARSHALL: Do you want to give us some background what's going on here?

TARUC: I apologize Madam Chair, but I wasn't informed that I should be giving a full presentation on this. I just have the information that was provided to me in this Board packet.

It's my understanding that the Notice of Intent for the regulation was posted last month, and so that's why this is on the Agenda today.

MARSHALL: Okay, guys, I'm going to take a recess for two seconds, please.

RECESS

MARSHALL: All right, I'm going to bring the meeting back to order. Justin, we're going to interview a couple other people. Apparently by law we have to do this by the end of the year. So, I'm going to give you some time.

I understand you were asked to present on this, so I'm going to give you some time that you can go back please, get a hold of another DAG or whatever, but you've got to be able to present, so this Board can make a decision on this by the end, okay?

We're going to go forward with interviews. You can either get a hold of another DAG, go back the AG's office or do something, but we've got to get this done by the end of the year.

TARUC: I understand.

MARSHALL: So, go ahead and get yourself prepped on this, okay? Does that sound good?

TARUC: Okay, thank you. Yeah, thanks Madam Chair.

MARSHALL: Yeah, no worries. Okay.

SANTOS: Can I ask him a question before, so he comes [inaudible] these questions for him.

MARSHALL: I'm going to have one of the Board Members give you a question so you can prepare for that, if that helps?

TARUC: Sure.

MARSHALL: Okay.

SANTOS: Thank you Madam Chair, Herb Santos for the record. One of my concerns is, is that this is amending Nevada Administrative Code Section 231. When I look at Nevada Administrative Code 231, it's entitled Economic Development and Tourism, and there is an entire section under 231, which only addresses the Office of Economic Development.

And my concern is that this amendment is—I just want to get a little bit of a history on this amendment to know whether or not this is going to put a requirement on our Tourism Commission to basically generate regulations as it applies to tourism, and then the inherent conflict within this section that's being proposed that we're supposed to vote on, where it's telling us that we have to act within 30 days of getting a petition, when we only meet four times a year, and trying to get a quorum to be able to act on something within 30 days, which to me is an impossibility. But there is no other administrative code regulations that apply to tourism, unless I've missed it.

So, if you can go back and research something, that's what I'd like you to be able to come back and explain to me.

MARSHALL: The other thing Justin, I know you feel like you're being broadsided, and you are, just so we know. But the other thing is, if you can get the Attorney General's office to say that we don't have to do this until March, whatever you can do, okay. But I can't have the Board taking a motion on something that they don't have a full legal briefing on.

You've got a couple options there that you're going to have to work your way through, Merry Christmas. So, we'll do the other interviews, okay, and then I'll come back to you with whatever your recommendation is for what we do in this meeting, what we have to do in this meeting, what should we do. Does that sound okay to you?

TARUC: That sounds fine, thanks Madam Chair. I'll be right back then.

MARSHALL: Yeah, I get it, okay. Okay, Board is that okay? Because he wasn't...

KROLICKI: Madam Chair, I know you know this, it's Brian Krolicki for the record, you know in statute it has to say that you have the ability to create a regulation. I mean I think you just said that Herb. But just to make sure that—I'm not sure what regulations NCOT or it's maybe within the different divisions there is an ability, but it should specifically state that in that section of statute that thou can do a regulation. So, this confuses me a lot too. I thought your remedy is perfect for the situation.

MARSHALL: Justin, yes.

TARUC: Sorry, Madam Chair, Commissioner Krolicki, NRS 231.200 provides that the Division of Tourism may adopt regulations to administer and carry out the policies and programs of the Division of Tourism. I believe that is referenced in the Board packet as far as the authority.

SANTOS: Did he cite the statute or [inaudible]?

MARSHALL: He cited the statute.

SANTOS: All right.

MARSHALL: Anyway, I'm going to give you time, Justin to sweat it out there, all right. And we'll do the interviews, okay?

TARUC: Thank you.

Applicant Brenda Nebesky

MARSHALL: Okay, so Brenda, let me explain to you the process, so we are here with a subset of candidates are being brought forward today. I'm going to give you an opportunity to make your opening presentation, and then we'll ask some questions.

For convenience sake, I'm asking the questions but it's really the Board that's going to do the follow up, right. And then at the end, I'll explain to you how we're proceeding after that. All the questions are exactly the same for every candidate. I think that's it. Am I saying what I said to everybody, I'm trying to remember? Does that sound good?

NEBESKY: That sounds great.

MARSHALL: Okay. We have had an issue where some of the candidates had to move the mic a little forward, I don't know...

NEBESKY: Is that better?

MARSHALL: Better there? Okay. Let me start by asking you, if you wanted to make any opening remarks to the Board.

NEBESKY: Sure, because I realize though I know many of you, you probably don't know that much about me.

My family has been in northern Nevada for generations, my kids are the fifth. So, there aren't too many of us who have been here that long. In fact, my grandmother actually attended the Fourth Ward School with her sisters. And my dad's side is a ranching family. I feel like I am hard-wired to have a deep understanding of the rural mindset for that reason.

I've graduated from UNR, thinking I was going to be a copywriter. I also have a major in English Lit, so I thought I was going to be a writer. But very quickly within marketing sort of fell in love with graphic software, I fell in love with Adobe, so I ended up jumping over to the visual side of marketing.

Went on to work in marketing leadership at a very big publicly traded company called True Blue that provided temporary work forces, they owned five companies, some of them with national store fronts. And in retrospect that did a lot to inform my job now, because even though we were marketing for all of them, they had very different customers, very different sectors.

When I came here as Art Director, I think I found my calling with Destination Marketing for two reasons. One is, I think I got to finally focus on one product, and it's the product I love, which is Nevada. And the other was, I found tourism as an industry and a community. And it really is something pretty marvelous, I mean it has to do with – you know what we all have in common as humans, it's wonderfully human, and it's tied to the joy of travel.

MARSHALL: That was lovely, thank you. All the applicants were asked to present a writing plan, an action plan and a writing sample, and I wondered if you wanted to speak to what you presented?

NEBESKY: Sure. I brought it with me, just so I could refresh my own memory, if I needed to. So, I chose Lincoln County for a number of reasons. One is, it does not have its own tourism entity to advocate on its behalf. It has proximity to Clark County. It has the maximum number of parks, state—the parks to promote some of them lesser known. And it has you know some really good sort of grassroots efforts within it already. It has one of the, I would say, best Tribal tourism products in some of the petroglyphs in that area are the most unique in the world.

And then I went on to kind of enumerate how I would do it, which is to leverage both programs that already exist within Travel Nevada, and then some of the new initiatives that I believe very strongly in.

So, some of the old ones are—they're not old but you know current are to market it within our existing road trip itineraries, and as you can see if you're looking at it, it touches on several of them. One of the challenges in Nevada is it's a big state, it's vast, so what our road trip campaign addresses is to make the most of the journey. One of our headlines that I think is wonderful is Journey Before Destination.

What can the traveler take in in between those miles, those miles between community, and there is so much. That's one thing is to have Lincoln County—you know, leverage that as much as possible.

And the other are some of these programs that are you know up and coming, are sort of in our future, I hope, one of those being destination development. I really feel like this is something that the Division of Tourism needs to embrace. We've had our marketing grant program in place for decades, which I think is a form of destination development, but this would be different.

This would be a real partnership with economic development, the new office of Outdoor Recreation, and our own cultural agencies with the Arts Council, with our museums, and especially the Tribal Policy Liaison within the Nevada Indian Commission.

And what this would mean is going into communities to listen to them, to listen to residents about what they feel is really missing, and how we could contribute to their quality of life. That really is our mission, you know it's to drive visitors into rural

communities, but that's the outcome we want is to enhance the quality of life of residents.

So, listen to them about how tourism product might contribute to that, and maybe help them think about it too, because many people don't—aren't aware of all the options. How could maybe industrial tourism contribute to their lives? How could agri-tourism? Maybe how could the Arts Council help them build a collaboration of local artisans, etc., etc.

So, it helped them kind of look at tourism through a new lens. And prior to that how – what incentives through economic development need to be there first, for tourism—of tourism product to even exist. Because I don't think tourism is always the lead, but it's certainly a contributor.

“Discover Your Nevada” is a campaign that we've had in place for a while. It's always been seasonal, and I really think that encouraging Nevadans to travel within Nevada is something that we don't do enough. So, especially in Clark County, I don't think too many people consider traveling north for a vacation.

So, we plan to address that audience all the time now. And one of the partnerships I've initiated is with the Department of Education, so we have approval to distribute a publication in the schools, statewide. Fourth grade students already study Nevada, so we're going to have Nevada magazine produce a very professional, beautifully interactive publication that will give them not only the facts on Nevada history, but then beautifully tie in all of our other agencies here.

So, we'll be able to tell them all about our State museums and western heritage within the State. We'll be able to tell teachers how to take advantage of our arts and education programs, etc., etc.

And then also, you know I was thinking in terms of the international visitor, they don't recognize borders, and neither should we. So, if we could initiate a parks route that was in collaboration with Utah, that would take them through our State Parks and to Great Basin, and then into their Mighty 5. We have the advantage of there are large crowds in all those Utah Parks, and many of ours don't. I mean so it's a wonderful contrast, and I think that is something that could be done fairly easily.

I can talk about any other aspect of it, if you'd like me to. But I'll stop there.

MARSHALL:

Okay, moving then to the second question, if you could talk about your experience in hospitality and/or destination marketing and if you have any administrative or government experience.

NEBESKY:

I do. I don't think I put it on my resume, because I don't believe in going back too far on a resume. But as a much younger person I worked for the Chamber of Commerce, back when they had a separate membership for downtown businesses, downtown core.

I started to learn a lot about hospitality and destination marketing there. I also worked at the city of Reno, managing their event program. That was at a time when—and this prior to Commissioner DeLone’s tenure—but back when our CVA had a robust event’s grant program, and we took full advantage of that. I had to manage permitting and collaboration with other city agencies, then actual management on the street for events.

As I said when I came here, I was you know kind of fully immersed in destination marketing, came here as Art Director, I was promoted to Chief Marketing Officer, then as Deputy, now in my acting role. So, I’ve had all aspects of destination marketing through this agency, starting with building content, which is the center of everything, right? Content is king and as our Director worked with all of our content development manager, and that’s how I learned—that’s how I began to learn about all of the destinations throughout the State, because you have know them well enough to do that.

MARSHALL: Thank you and did you want to talk about administrative, or government experience?

NEBESKY: Well, I would say in my role as deputy, and now as acting, I have definitely had a trial by fire, if you will. But am certainly learning every day more about administration. The agencies are very different. They have different missions. They have different types of people who work there.

And they all have different needs, different legislative needs. So, I’ve not only had to get a grasp beyond marketing, because I think I learned that as the Chief Marketing Officer what their marketing needs were, but maybe other things, like what professional development is necessary within those agencies, how can the Division of Tourism collaborate with them, and help them.

It’s really the integration of all the agencies that is the administration of it, and helping those directors do their jobs better.

MARSHALL: Thank you. You may get less questions because everyone knows you.

NEBESKY: And everyone’s tired.

MARSHALL: I think we know you’re currently employed, and we know you’re not looking to leave. But if you want to explain why you would like this position as Executive Director.

NEBESKY: Well, I’ve been test driving it for exactly a year this week, it’s my anniversary as acting. And I think there are—one thing that isn’t tied directly to me, but I think is very relevant, is I think this agency deserves the continuity of keeping me in the role. We haven’t had an appointed Director in well over two years, and in 18 years there have been seven different Directors.

And I think it is always true that when the leadership at the top has changed, there's a reset. And there probably should be, I mean that person has to you know take ownership of it, but I think now there is so much going on with the new administration, and with just the timing of what's happening here, the next three months is critical for us to just keep the momentum going. So, that's one of the reasons.

The other is I think, you know, really one of my strengths is I'm an alliance builder, and I'm really proud of some of the action I've taken even within this year. Our Memorandum of Understanding with the BLM is something that is the first of its kind in the country, which has given tourism access to public land throughout the State. We have a similar agreement with State Parks, and a wonderful partnership with them. As I mentioned we have this agreement now with the Department of Education, you know that's been sort of kicked around for a long time, what could we do to help students, and how can we build sort of a Nevada brand loyalist from that age? And I think that is the way to do it, you know we have a partnership now, and everybody is excited about it and you know inspired to do it.

I think also you know the Governor has Task Forces in place that are kind of subsets of the Cabinet, and again we'll be partnered with GOED and the Department of Education, not on those projects, but I just am excited about that. And I think that's the way we make each other stronger, as state entities.

SANTOS: Herb Santos for the record. When the first rounds of interviews went, you didn't apply. And now you've applied this time. Can you explain to us what was it that made you decide not to apply the first time and then you changed your mind and applied this time?

NEBESKY: A couple of things, I had some things going on in my personal life, that I wasn't sure—this job takes a lot of personal investment, it's a lot of above and beyond, a lot of extra time, a lot of energy. And I just wasn't sure I could do them both, both personally and professionally, to take it on.

The other is, as the Deputy Director, I oversaw the Division of Tourism, which was what I was the most interested in, it was what I knew, it was what I was good at, that's where my people were and I'm very happy in that role. But I think over the past year, I've learned that you know I have more to contribute to this, than I thought I did. And I'm more effective than I thought I might be.

As I said a lot of these initiatives that I take ownership of, I would hate to see them not happen now. It would bother me a great deal.

MUN: Hi, Cynthia Mun for the record. Brenda, so you've been the Acting Director for the past year and as the person leading the organization, what are your strengths as a leader, and what are the opportunities?

NEBESKY: Well, my strengths, I think I mentioned one of them, I think I'm great at collaborating, and it's hard always to judge who's willing to make the same investment in a program or project as you are, but I will always ask.

I will always push into an area that the agency hasn't been before, I'm kind of unafraid of that. I'm undaunted I guess is one of the qualities I have. I'm also someone who I don't just accept our inherited circumstances. As a State agency we have a lot of guide rails, some of them are good, some of them aren't. And you know to act with some latitude within those isn't always easy.

But I always ask, why are we doing this? Why? Is it something we have to do? Can we do it differently? I always ask, you know, what's next? And in marketing that's always important. We have a lot of website visitation, what happens next?

So, I think those are some of my strengths, I always push, and I always ask.

ESTIPONA: Edward Estipona for the record. On the flip side of that, what's been the biggest challenge now that you've been in that seat for the last year, what's your biggest challenge and what do you think at this point are the solutions around those challenges?

NEBESKY: I think the biggest challenge is the role itself, is odd, that the Department was put together, there was a Department of Cultural Affairs, and a separate Department, you know, for Tourism, and they were put together for some economic savings which were minor.

Some of it doesn't work quite frankly, but I think the challenge has been to integrate those—and they're all so important, each agency, none is more important than the other, I think is identifying where we all intersect, and how we can best serve one another, but yeah, there's no perfect person for this position. I think it's something of a unicorn. But I think integration is the key, and just communication with the other Directors.

MARSHALL: Okay, largest operating budget excluding debt service that you've been responsible for, and what year was that?

NEBESKY: Well, the largest one is definitely here, so the Division of Tourism's budget is right around 32 million. The entire Department is something like 47 million.

MARSHALL: Okay. Largest number of staff that you've been directly responsible for, and the largest number of direct reports that you've been responsible for over the course of your career?

NEBESKY: There were 24 direct reports within the Division of Tourism. I think there are currently 117 within the Department, there are some positions unfilled, I think it's more like 125 total.

MARSHALL: You're just giving a rundown of—okay all right. So, what do you see as your strongest skillset if we look at sales, marketing, or management? Is there something you feel that makes you uniquely qualified for this position? I know you kind of were answering that, but we are asking everyone the same questions, so maybe just elaborate where you've already answered.

NEBESKY: Okay. I did—definitely marketing, it's been my career, the bulk of my career. Management would be probably second, sales last, though our agency doesn't do any traditional sales. There's never a "hey I've closed the deal, sign on the dotted line" sort of sales. It's a bit of a misnomer.

As I started to say I think partnerships are definitely my strength. I think I have a very clear sense of our mission, and defending the mission is a big part of the job. It comes up all the time, more than I ever would have guessed. So, overall as a department what's our mission, what's tourism's mission, what is each agency's mission and how to support it.

The other thing I think I have a sense of what Nevada's strengths are as a destination, and they aren't as easy to identify, especially if you're not from here. I think our great strengths are our public lands, and our preserved western heritage, those two things together are incredibly strong, and it also happens to be what ties our department together.

ROBINSON: Hi Brenda.

NEBESKY: Hi.

ROBINSON: Pam Robinson for the record. I listened to you talk a little bit about the destination marketing, and we recognize the RSCVA and LVCVA do that pretty well, and they create districts, and I've got a couple of thoughts here.

So, how would you see trying to develop those types of districts and destinations in the rural community that have not yet been done? And with the new development, with the new division of outdoor recreation, Travel Nevada has done a terrific job I think in promoting outdoor recreation, and how would you see working with DCNR in that new division to enhance and integrate that without duplicative services around, so that we're all working in the same way?

NEBESKY: Well, I think translating the idea of districts to smaller communities is a wonderful way to look at it, because those are all organized around something, so it's either an activity, like an arts district, or it's an audience of you know – of another kind, whether it's culture, or foodie's—and that is one way to do destination development.

The outdoor recreation office I think is still being defined, and needs to kind of evolve into its space, but Travel Nevada promotes the heck out of outdoor recreation

opportunities all the time, but it doesn't get into business development, like helping a community identify hey what outdoor recreation business could we attract here?

That would be economic development's kind of purview, but I think working together and being able to say once that business exists, we can promote it and make it part of our itinerary along a route or promote it in any way possible is an advantage that doesn't always exist.

WINDBIGLER: Kristen Windbigler for the record. You said earlier that content is king, and creating good content is not an easy thing to do. I would like to hear a little bit more about your ideas about content strategy.

NEBESKY: Well, you know we really rely on our tourism partners to kind of spark that for us. So, I know when any Travel Nevada staff is out in the State, they're really looking to meet people, and have conversations that inspire content ideas, or you know there's that. There's just sort of organic creation of content.

And then there's from the other side which is our overall brand and content related to that, basic brand awareness is kind of a broader category, and in many ways is easier to do. But I think it all has to do with talking to the right people and getting the details.

As many of you know our "Don't Fence Me In" campaign was based on the real stories of real Nevadans, and it was the details of those stories that really gave life to all of that content.

As the Folk Life Director, you know that. I don't need to tell you that.

MUN: Cynthia Mun. My earlier question was really specific to leadership, so I'm going to ask you a slightly different way. Having known you for a year, I know you're very well-liked by your staff. Can you tell me what your staff would say about you in terms of your leadership, and what you think would make a great leader? Like what are your ideas on what makes a great leader?

NEBESKY: Well, I hope that they would say that I treat them all as professionals. Our staff has some unusual circumstances in that many of them travel internationally. A lot of our marketing team is out on weekends and working strange hours, and I really never expect to hold anyone's hand. I expect everyone to be a professional.

I expect our Directors to bring a lot of vision about their own departments and, you know, new ideas that we're currently looking at writing a new strategic plan, and I look as much to my staff to help me write that, as I do my own brain, and that's the way it should be in my opinion.

I think the Department Director is there just to facilitate a better work environment and to assist the good people in those leadership positions to do theirs.

STOLDAL: I hope this is not an odd question, but likely it is, if the Commission voted today and the Governor says you got the job, what difference is that going to make in how you approach your job?

NEBESKY: Well, I think it does, being acting is a lot of people aren't sure. Well, the assumption is well why don't you have the real job? So, it kind of removes that layer of—makes you credible in other words, right?

I will finally have the authority to just move forward with as much momentum as I care to give it, instead of—but I never minded—like I explained I never minded the Deputy Director position, because I think that was every bit as exciting and held as much potential, but now I think I can support the person in that role in the right way, and give them more opportunity while still—you know, Commissioner Stoldal I was just with you at the Museum Board Meeting, and there is just another entire world of opportunity there, that if I can help advance that, I would like to.

KROLICKI: Madam Chair may I ask questions, Brian Krolicki for the record. And first, I just want to say thank you. You know we are all grateful for what you've done for this past year plus, and everyone on the team, but it's a unique hardship that you've endured, in not having the full responsibility, but truly grateful for all the keeping together you've performed. So, regardless of what happens today or down the street.

NEBESKY: Thank you.

KROLICKI: But I've been asking people today, you know similar to what Mr. Stoldal just asked, was you know in the first 90 days you've got a building that you know the people, you know their strengths, you know the customers, you know the world, you know our partners, you know the stakeholders. But rather than just having the authority on day one of 90, what are the things that you might envision, if you've got the baton for the next 90 days, what are you aching to do if this not a custodial role anymore, but one of—this is your department to run under the leadership of the Chair and the Governor?

NEBESKY: Well, as I alluded to the timing is such that we have to start building our new budgets for the biennium as of March. And also demonstrate any bill draft intent, so there's—and there's a lot to figure out. What do we want to ask for budgetarily? How do we break it down? We'll have to look at each agency and help them do that.

We also have, as you may be aware, the problem of *Nevada Magazine* being held to an enterprise fund by statute when it is faced, as any print publication in the world is faced with, the problem of operating as a business, that depends on ad revenue.

And we need to change that, it's just time. It's time to change it. And preserve the best of *Nevada Magazine*, make sure *Nevada Magazine* exists but re-imagine what it might be in a very digital era. And that would all be before the end of March.

MARSHALL: Okay, the last question then, how would you define heritage tourism, and how do you think the Department of Tourism and Cultural Affairs can leverage this type of tourism in Nevada specifically.

NEBESKY: Well, we always talk to a cultural traveler as an audience, but I think of heritage as something kind of more uniquely specific to—as I mentioned before, our preserved western heritage. We of course think first of our museum system, and one of their tag lines is "The heritage lives here," which is a tag line technically I authored, because it does. So, you know they're of course our priority in regard to heritage tourism. But there's so much else, there's so much more. You know her historic markers are you know we have more ghost towns than living towns. We really have so much in regard to heritage that is there.

It's not necessarily staffed or something that we can collect dollars surrounding, but it is part of the experience. And so, to make sure that that traveler understands along each itinerary what's available to them to enjoy is how I would do it.

MARSHALL: Okay, so, I finished the questions. Did you want to make any concluding remarks? Or did you have any concluding remarks?

NEBESKY: Well, I think I may have already said it. You know I am really an advocate of the people here. The staff here is just really incredible. I mean some of them you couldn't recruit or train for, people who are as passionate about Nevada as they are. And that's just a pleasure. You know it's a pleasure to work with people like that.

I think we have some real vision, and things that I would just be so proud to be a part of coming up. And you know I think it's an interesting time, with the outdoor recreation office, and some of these partnerships that are available to us, I think we're going to do more in the next ten years than we have in a long time. And I just feel that.

MARSHALL: Thank you. So, let me explain to you what you might already know. I think we have one more candidate.

NEBESKY: Okay.

MARSHALL: If you have any references, if you could please give them to Katie Wilson.

NEBESKY: Okay, I included mine in my resume, so yes.

MARSHALL: That's good. The Board is determined to make its recommendations today. They will recommend to me three candidates. And then I will take those candidates to the Governor. Then it is within his purview.

We are, as you know, the process is taking a little longer, so we are trying to move this process along. Thank you for recognizing the one-year anniversary date, that's lovely.

So, that's where we are. I think that's it, right? Yes, okay, so that's what we're going to do. And everyone, we have one more.

NEBESKY: Okay, thank you everyone for giving me the time. I didn't want to assume that I would be one of the people. I really appreciate you giving me the opportunity. And it's great working with you, even if I shouldn't be the appointed. It's wonderful to work with all of you. Thank you so much.

MARSHALL: Okay, guys, so where are we on timing?

WILSON: In a strange turn of events we are ahead of schedule, but our last applicant also just got here, so I asked him if he was willing to start a little early, and he said yes. So, if you guys are good.

MARSHALL: Okay, then while we're interviewing the last applicant, Katie, if you could find out – so the DAG is not here, okay.

WILSON: Correct.

MARSHALL: And Herb has told me he doesn't want to work for me. So, when we get to discussion part, I think we may be required to have a DAG here? What do you think?

SPEAKER: Oh, we're talking about that.

MARSHALL: Yeah, I think we may – anyway, I'm not sure, but I don't want us to go through this whole process, and then be told that it was for naught.

So, while we interview the last person, because we're asking the same set of questions, and they're providing the answers, I don't really see the exposure, but can you make sure that we are in line with whatever we need to be in line with, right after we finish the next person? Is that okay?

WILSON: Yeah, Kate Wilson for the record, Dee Dykes is going to go and message him, and just let him know to be back within 30 minutes, yes.

MARSHALL: Okay, thanks, okay. All right, so guys do you need a break, or do you want to take the last person? Are we ready to go?

MARSHALL: Okay, let's do that then, all right.

Applicant Jeff Klein

MARSHALL: Hi, how are you? So, my name is Kate Marshall, Lieutenant Governor, and this is our Board, and we have Julie Pazina is also a Board member in Vegas. I'm going to talk to you a little bit about our process, and then at the end, I'll talk to you a little bit more, okay?

KLEIN: Good.

MARSHALL: So, this is like 45 minutes with a cake--so we have like 45 minutes.

KLEIN: My cake made it on time, so that's perfect.

MARSHALL: The cake made it on time...

CARANO: Happy Birthday.

MARSHALL: Look at this.

DYKES: This is from Brand USA [inaudible].

MARSHALL: Oh, very good, good timing on your part.

KLEIN: It's all a part of my plan.

MARSHALL: With the sweets, yeah, okay. What's going to happen is I'm going to let you provide some introductory remarks, and then I'll ask a series of questions. All the candidates are being asked the same questions.

KLEIN: Great.

MARSHALL: For ease of presentation, I'll be asking the questions, but it's really the Board and they'll be following up, okay?

KLEIN: Perfect.

MARSHALL: So, we'll start there, and then when we finish, I'll explain to you the rest of the process, does that sound good?

KLEIN: Great, absolutely.

MARSHALL: So, then to start, did you want to provide some introductory remarks.

KLEIN: Sure. I'm excited to be here. I'm a native Nevadan, so when I saw the opportunity pop up I was excited to throw my hat in the ring, and see if we can give this a try, so I'm excited to be here, and I appreciate the opportunity to talk with you guys.

MARSHALL: Then moving on to the questions. You were asked to provide an action plan, and a writing sample.

KLEIN: Yes.

MARSHALL: I wondered if you wanted to make some remarks or talk a little bit about what you provided to the Board.

KLEIN: Sure, yeah, so for the action plan, I chose White Pine County. I thought the whole area of the State is—it really appeals to me personally, and I think there’s a lot—a lot of great items that can be promoted within that region of the State.

In particular, the outdoor, I’m very much into outdoor, so I thought that would be a great thing to promote, and something that Nevada offers a lot of, ranging you know across the entire State.

My strategies were to work hand in hand with the local municipalities for diversification of the tourism opportunity. More programs, more events, and just promoting everything that the County has to offer, so everything from the Christmas railroad that’s going on now, which is fantastic to the ghost town adventures, to the Great Basin photography.

So, taking what—not only taking what they have, but adding to that and really pushing it across traditional press. My background is in public relations, so pushing it across traditional press opportunities with print and Align, and also social media as well.

What’s that? Cake and music, I brought it all today for you guys. The choir is coming in any second.

So, yeah, with the strategy number one, so it’s with the outdoor recreation, obviously it’s one of the fastest growing industries in the country, in the world, and I think the County is prime to really promote everything they offer. The Great Basin is one of the least visited National Parks in the country, so it’s something that could definitely be pushed a little bit more.

And then just some of the other unique items that I find interesting, I think would be great for promotions is the longest road in America, maybe produce like a marathon across, obviously not the whole thing, I don’t think people would make it across, but at least a portion of it. You know ice fishing lessons, ATV tours, that kind of thing.

The second prong of strategy one was the Native American cultural events, really push, we have such a big foundation of Native Americans in the state, so really promote – promote the history, and you know talk about the things that all the Tribes are doing today.

And finally, the historical tours. The ghost town tours and bike tours across Ely, and talk about all the old shops that are there, and that—so, really just encompassing, the first one is talking about everything the County provides, and talk about—hopefully come up with some new opportunities, which is what I’ve—I have a background in public relations, different clients is coming up with new events and interesting ways to

promote clients that either are new or have been around for a while, looking for a refreshing—a freshening—a freshening of their—the promotional strategies.

For strategy two, was the increased overall awareness, just again, I mentioned this before the traditional media, gateway to the Great Basin National Park, I think that's one of the big ones of the county. It's such a beautiful part of the State, and like I said, it's one of the least visited National Parks in the country.

I think it's something that—I know I would be interested in checking it out more. I'm really into photography and I think that with social media, I think it's prime for Instagram locations and really pushing the stories on that. It's such a visual world now. Everything is pushed on Instagram and social media, and I think there's quite a few opportunities there with Great Basin.

And then strategy three was just continuing the branding and marketing of White Pine. So, kind of wrapping all together any sort of—keeping everything in line together with you know it's the gateway to the—so, there's Great Basin National Park and in the middle of everywhere, and I love that, that's [inaudible], that's kind of the gist of the campaign.

MARSHALL: Thank you. Okay, moving to the next question then. Please explain your experience in hospitality and/or destination marketing and do you have any administrative or government experience?

KLEIN: Nothing with government or administrative, but with the travel and the tourism, I've been working in public relations for about 13 years now, and I've had a huge range of clients, ranging from entertainment to hospitality, and nonprofits and the cannabis industry which I had the pleasure of creating a leading a national campaign for a cannabis client that I have down in Las Vegas.

So, when they kicked off the recreational end—we started with them, with the medicinal and moved into recreational. So, we had media members from around the world come in, and really led that campaign.

So, everything I've done over the last 13 years in public relations is really focused on driving tours not only to my clients, but to the – I'm based in Las Vegas, so to the City and to the State as a whole, and it's something I'm really enjoying, I'm passionate about it.

MARSHALL: Okay. I take it you're currently employed. And if so, why are you looking to leave your current organization?

KLEIN: It's not so much that I'm looking to leave. I think this is a great opportunity. Like I mentioned, I'm a native Nevadan, my roots are in the State, I was born in Vegas, went to college in Reno, met my wife in Reno, got married in Tahoe and had my kids in Vegas. So, all across the State, and I'm truly passionate about the State, I love it. And this whole process has been fun, I've really gotten to research more of the State than I've

done in a while. It made me realize how much I love living here, and how unique it really is here.

So, it's not so much that I'm looking to leave my current position, but I feel like this is a great opportunity, and something I was interested in.

MARSHALL: Okay. What's the largest operating budget excluding debt service, some organizations and public entities [inaudible] have debt service have you been responsible for, and what year might that have been?

KLEIN: To be honest, I haven't been responsible for an entire budget. I've worked within larger budgets of clients, depending on where they land in terms of size of the client, and how that works.

I've worked for several hotels and casinos down in Vegas, so the public relations or marketing has been a portion of their budget, right anywhere ranging from you know a couple thousand dollars a month to you know some of the bigger properties can provide a little bit more, but in terms of the overall grand scheme, I haven't been in charge of a budget, but I've worked within budgets of different clients.

MARSHALL: Thank you. What's the largest number of staff that you have directly responsible for, and what is the largest number of direct reports that you have been responsible for?

KLEIN: Sure, the firm that I work for now, there is only-currently there is only six of us there. So, it's lean and mean we say. I'm one of the three senior account executives and there's two coordinators below us. So, we all kind of work hand in hand, depending on the client and the need of that client, how big they are, and you know how many people we have staff each one.

So, for example I have an art exhibition right now that I have a coordinator working under me, so at any given time, either one or two coordinators and the sole owner is the direct – who I directly report to.

MARSHALL: Okay.

CARANO: That's the largest?

KLEIN: I mean for currently. So, the previous firm that I worked prior to that, even then there was about probably 40 people total in the firm. So, the two firms I've worked for have been relatively small, and then above me just the sole owners.

MARSHALL: In the previous entity that you worked for where there were 40 people in the firm, how many people would report to you directly?

KLEIN: I would say, I started, my career there, so probably just a couple. So, that was my first few years there I was at the first firm, so really my senior level has been at this current firm with the smaller in-house.

MARSHALL: What do you see as your strongest skillset, sales, marketing or management, and is there something that you feel makes you uniquely qualified for this position?

KLEIN: I would say marketing. I focused mainly on public relations and marketing over the last 13 years. I really do enjoy it. Because I've had such a wide range of clients, it's helped me be able to adjust and give-cater myself to different clients, which I think would be fitting for the State. Because each County is different and has its own unique advantages and promotional opportunities, so I think it's something that I could adjust and help promote, depending on which county is—we're focusing on at any given time.

STOLDAL: It's on your resume that you—Stoldal for the record—orchestrated a national publicity campaign for Essence.

KLEIN: Sure.

STOLDAL: Give me an example for the Today Show, and some of the others are these that you initiated and said hey we've got this thing or were they producers that called from these various media outlets and said we'd like to do a piece. Which way was it?

KLEIN: For the most part, it was me pitching it out, so we were there from the beginning, we were with Essence from the time they were still medicinal, and we kind of navigated them publicity-wise through that, and then leading into—transitioning to recreational, and once we switched to recreational we reached out to the national programs, the Today Show, MSNBC, Fox News that sort of thing, and let them know that hey we—you know, this is a big moment not only in Nevada, but in the country, that is—this is a historical moment, and invited them to come out and not only visit the dispensary, but check out the cultivation programs they have, and really get a good idea of what they're offering and how sophisticated the program really is. So, it was definitely something that we initiated to them.

STOLDAL: Great, thank you.

PAZINA: Hello, this is Julie Pazina in Las Vegas and I see that you have some great tourism and hospitality experience through your clients and PR. I was wondering if you also had any trade show experience or background.

KLEIN: Actually recently we've had a few trade show clients in the past, I haven't directly created a trade show, but I've done publicity for several over the last year – the last few years.

We recently had a trade show called Big Boy's Toys. It was basically an extreme toy, cars, and boats, and yachts and that kind of thing. That was recently just a couple months ago, that we put the campaign together.

PAZINA: Where was the trade show held?

KLEIN: At the Convention Center, Las Vegas Convention Center.

PAZINA: Thank you. Thank you.

ROBINSON: Pam Robinson for the record. Thank you for being here.

KLEIN: Of course, thanks for having me.

ROBINSON: So, your resume has focused a lot on the PR and marketing side, and so from the tourism perspective, what do you see, and have you followed what the trends are in tourism nationwide, and specifically to Nevada, and how would you address those types of things. And specifically, how do you go out to the rural communities and help them with those trends and changes.

KLEIN: Sure. I know with the rural counties, I know like I was mentioning before, was I think a lot of the younger crowd is getting them out with social media, using a lot of visual Instagram ads, Instagram stories and visuals.

The younger crowd gets excited about going to take that Instagram moment, and I think for example, the White Pine, which I did the report on is perfect for that, because the Great Basin National Park is such a fantastic photographer opportunity.

So, for the rural I would, depending on which county it was choose a few items that we want to highlight and really promote that via social media and traditional press.

In terms of tourism numbers, I know speaking of Vegas, I know the tourism numbers are there, but a lot of people are not spending as much money down there it seems. I think again that's just highlighting some of the great, the great aspects of each city or county, depending on which we're focusing on at the time.

MARSHALL: All right, so the last question then is how would you define heritage tourism, and how do you think the Department of Tourism and Cultural Affairs can leverage this type tourism in Nevada specifically?

KLEIN: To me, the heritage tours then would be promoting basically how Nevada began, how each county began, what's the history behind them, what is--what's fascinating about each individual city or county, and for the cultural tour, or for the--I'm sorry, the separate part of your question was how the...

MARSHALL: I'm sorry, how do you think the Department of Tourism and Cultural Affairs can leverage this type of tourism in Nevada specifically?

KLEIN: Yeah, it's all about highlighting what's unique to each individual area. Me, personally when I was reading about White Pine, a lot of the things I didn't know about a lot of the history, the little—you know, some little shops and that kind of thing. I find that stuff fascinating. And I believe other people do as well.

Learning where we came from is always an interesting part of visiting or learning about how a city began is always interesting when you're visiting somewhere, so I think that we can—depending on which city or county it is, it's all about highlighting how it began, how we can push it and use whatever means necessary whether it's traditional media, or social media, or you know contest, or depending on what we're doing, and then trying to really push that – push it out.

STOLDAL: Stoldal for the record. Just a quick question. What was the transition from Doaks to where you are now?

KLEIN: I'm sorry, what was that?

STOLDAL: The transition from Kirvin Doaks to where you are now?

KLEIN: What was it, I was at Kirvin Doak for a few years and I had the opportunity to move to—I'm at PR Plus now, switched the firm. I like the boutique-ness of the smaller feel of the firm, I liked working hand in hand with the owners a little closer, and it was something which is a little different atmosphere –I loved my time at Kirvin, but it was just a different feel to the firm, I wanted something a little more boutique that I can a little more invested into the clients, and the atmosphere there.

STOLDAL: Great, thank you.

KLEIN: Sure.

SANTOS: Herb Santos for the record. One of the things is the administrative component of this job. And under our job description it says, to create and manage the overall department budget, implement appropriate internal controls, and evaluation processes, recommend changes, if necessary, and produce thorough financial reports for public accountability and transparency so that the Department's fiscal integrity is protected.

With not having a whole bunch of experience, convince me that you would be the right person to be able to meet that duty and responsibility.

KLEIN: Absolutely, you know it's funny, when I was preparing for this, there is always that what's your biggest weakness questions and I fully understand that with this job, would be my biggest weakness would be the budget.

You know I'm a hard worker, and I'm dedicated to everything that I've ever done. I feel like it's something that I'm—I took a lot of classes in college years ago, that was a little more of the marketing/buying side of things, so I definitely have experience with budgets in terms of projects, not real life, but more projects. And I think it's something that I know I can do, and I'm passionate about promoting the State and I would be willing to you know do whatever it takes to learn how and prove myself at it.

KROLICKI: Hi, Brian Krolicki for the record. Welcome, thank you for being with us today, I know it's a fun exercise to be doing.

KLEIN: Yeah, you know it's been a while since I've been in Carson, so I'm excited to be here.

KROLICKI: You know my question really tracks on what you just said, just inserting yourself here. So, what I've been asking the different applicants is about the first 90 days. This is a new realm for you, it's a big bite as we've discussed, but you've got a building full of extraordinary people who have a great handle on tourism, that's hospitality, and you've got the different cultural pieces, the heritage pieces and the different divisions. For the first 90 days, you've got stakeholders, you've got legislators, you've got other convention and tourism professionals, you've got the whole world. You've got rural Nevada, but remember we promote on the other side of the planet, but how do you tackle that? How do you come in for the first 90 days?

KLEIN: I've always had the idea that you surround yourself with people that are better, if there's something you don't know exactly how to do, surround yourself with people that are better at it.

So, there's really no choice but just dive in, and you know invest 100 percent of myself, and be here, and pick people's brains that have more experience in the things that I lack in. I feel like I provide a lot with the public relation side, and the marketing, and the promotions.

The budget side of things would be something that I really have to just dig in, and invest in, and then study the people on the team that have done it more than me.

MARSHALL: Okay, so we've finished our questions and I wondered if you had any concluding remarks that you wanted to make?

KLEIN: You know this whole process has been a lot of fun for me. Like I mentioned I'm a native Nevadan, my father was born here, I was born here, my brother, my kids, I was married here, and it's something that I'm passionate about, the State of Nevada, I love living here. I love how you can be on the strip in one hour and fly up and snowboarding the next—and it's something that I really enjoy.

I love living here, and I think there's things about the State that a lot of people don't know, and I think with my background in public relations, it's something I can help and promote. And I appreciate you guys, your time in having me up here, and everything.

MARSHALL: Thank you. So, let me explain to you the rest of the process. What's going to happen now is we interviewed a subset of the applications that we received. The Board is going to discuss and make a decision to recommend three applicants to move forward. They will give me three recommendations, and then I will take that to the Governor.

The choice for the Executive Director is within the Governor's purview, okay. Timing wise, we're trying to move this along, it's been a little bit of a process.

KLEIN: Yeah.

MARSHALL: We're trying to get things done, so I don't have like a moment in part, because it's the Governor's decision, but we are trying to move it along.

If you have any references, if you could provide them to Katie, if your application didn't include your references already. And I want to thank you for the time.

KLEIN: Thank you.

MARSHALL: Did you fly up today, for this?

KLEIN: I did, yeah, I flew up this morning.

MARSHALL: Oh, thanks, that's very nice. What's the weather like in Vegas right now?

KLEIN: It was nice today. I think it was in the 50s I think when I left it was in the 40s. I think we had a high in the 50s today, but it's all right, I'm going to use it to do some Christmas shopping down at the student store, so I'm going to knock that out, two birds with one stone.

MARSHALL: Shop local.

KLEIN: Not Nevada stuff, not the Wolf Pack stuff as much!

MARSHALL: Anyway, thank you very much, we really appreciate you taking the time.

KLEIN: I appreciate it, thank you.

MARSHALL: I'm going to give you like five minutes, think about your top three, okay, because it may be that everyone is settled, right. I'm just going to give you five minutes to take a sip of water or collect your thoughts, and then we'll start again.

Justin, the reason I wanted you to come back at this moment was because once the Board members start their discussion I wanted to make sure there was a DAG here in case there becomes any question of whether we followed the process properly or what we did, right?

I know that I jammed you, I'm a lawyer, such is the life of a lawyer, except for Herb. So, we'll do the process here first with the candidates, and then I'll see where you're at, and I apologize for jamming you, but I didn't have much of a choice, buddy. Okay? So, five minutes and then we'll come back, okay, guys?

TARUC: All right, thanks Lieutenant Governor.

BREAK

MARSHALL: Okay, guys, so we're going to come back to order. Here's what I want to propose, and you tell me if you don't like it, it's all good, here's what I want to propose.

If everyone wants to write their top three on a piece of paper, I will look at those. If there are three that have floated to the top, I will announce those three publicly here, and then if there is any objections, people can say that they have objections.

If there are no objections, if in fact it is what it is, then I will ask people if they can give me comments, and feedback that they would like me to forward to the Governor when I make the recommendation.

How do you feel about that? Do you like that? Do you not like it?

PAZINA: From Vegas, should I email someone my top three?

MARSHALL: So, you're going to text Katie.

SANTOS: Is this a public, like do we have to...

MARSHALL: I'm going to announce the top three, so I'm just looking, guys, all I'm doing is looking, all right. Write down three pass, three pass. You do not have to put your names on it. I didn't ask for that. Okay. The Governor has asked for three. You're not forced to do three, but there has to be three, okay.

WILSON: Kate Wilson for the record. You guys are also welcome to have a discussion if you so choose, I know it's a strange forum because it's a public meeting, but historically and again, Commissioner Krolicki, I will defer to you somewhat on institutional knowledge here, but from the minutes it looks like this is how they've done it in the past, where you were able to pass—you can either do it, the Lieutenant Governor can call a person's name, and you can do it by a roll call vote, or a hands vote, or you can do it on a piece of paper. So, again, I sort of defer to you guys on your comfortability.

STOLDAL: I'm going to check with the [inaudible]

MARSHALL: Just, you won't pass them forward? Thanks, I'm glad you're there, Bob.

CARANO: It's not going to make it in.

MARSHALL: All right, I need the south, right, I need the south, and then you're going to have to give me two seconds for my math. Oh, okay, you're so nice, all right.

SANTOS: I feel like this is like Survivor right now.

MARSHALL: You're voted off the island. No rose for you.

PAZINA: So, this is for Kate Wilson, this is Julie Pazina for the record. I did just text you my three.

MARSHALL: Thanks, and then if you want to just write it on a piece of paper, or whatever. Let's see, I have one, two, three four, so what was the other one? Oh, Jeff. Let me see here, Melissa, Ari, yes...

WILSON: Commissioner Pazina?

PAZINA: Yes.

WILSON: Just for clarification, are these in preference order?

PAZINA: It was a tie between the first two followed by the third.

WILSON: Great, perfect thank you.

PAZINA: Thank you.

MARSHALL: We'll see how that works out. I'll ask people to put preferences if they have them. Does that sound fine? Melissa, Tony, Brenda, Tony, Brenda, Melissa, Brenda, Tony, Klein...

And am I voting on this too? Justin, am I voting on this also?

TARUC: Madam Chair, as long as you're a voting member of the Commissions yeah, you're welcome to vote on this as well.

MARSHALL: I'm recommending to myself to recommend myself—okay, so I will add mine there. Okay, all right guys. So, I think I've added everyone up. Herb has been watching me with eagle eyes.

All right, so I have the top three are, envelope number one – in no particular order: Tony Lyle, Brenda Nebesky and Melissa Evans. Do I hear any objections?

ROBINSON: When you say objections, I mean what does that mean?

MARSHALL: Does anybody say that they absolutely, that they're uncomfortable with those three being forwarded to the Governor.

ROBINSON: I would be uncomfortable with Melissa being forwarded to the Governor. I don't think she had the skillset at all for this.

STOLDAL: I second that.

MARSHALL: Okay, so I have two people uncomfortable with Melissa, so we will have to take—is everyone comfortable with Tony and Brenda?

GROUP: Yes.

MARSHALL: What?

SANTOS: Three for Melissa.

MARSHALL: Three Melissa. Okay, so I'm going to take a vote now, for the third person, I will start with the individual that received the highest votes.

So, now we are taking "no" votes, do you get it? I'm going call out a person's name, we're taking no votes, are you're comfortable with that?

SANTOS: I don't understand.

MARSHALL: Okay, you just voted on two people. Two people are going to the Governor. The statute says we must send three people to the Governor, okay. I have objections to the person that received the next highest votes. So, one way for me to handle that is to provide a name and how many nixes do I get.

SANTOS: Got it.

MARSHALL: Or I could provide a name and how many positives do I get? What do you guys want to do? Nixes?

KROLICKI: Madam Chair, I'm agreeing with the process but just confirming that there's no discussion on these other people. I mean if there is something that is known or relevant or we wish to be shared, perhaps it's important for others to hear.

MARSHALL: Well, I think what I was going to do for the two that everyone has agreed with, I was then going to ask for comments that people wanted me to forward to the Governor, right?

Because when I go to the Governor, and I give him the names, he's going to say well, so who are these people, right? I will say here is what the Board recommended, Joe Blow

and here's what they had say about Joe Blow. The Board recommended Jane Doe, and here's what they had to say about Jane Doe, right.

KROLICKI: Again, respectfully, if there's something material or insightful into one of these three people, I would like to know it prior to me saying that would be a great name to provide the Governor, other than the two. Does that make sense?

MARSHALL: Other than the two.

KROLICKI: No, the two that are on their way, we know impeccably well, or at least I think I do, because I know them personally, but you know I don't know all...

MARSHALL: You want to discuss the other three before we vote.

KROLICKI: Yes, if possible.

MARSHALL: Got it. All right, guys I agree, if people feel comfortable with that. We have three names left, they are Melissa Evans, Ari Levin, Jeff Klein.

If there were things that people wanted to say about those three, that they felt was pertinent to whether or not they'd be recommended to the Governor, I open the floor. Please state your name for the record, and what person you're commenting on.

SANTOS: Herb Santos for the record. First, let me just comment a couple little red flags popped to me regarding Ms. Evans.

MARSHALL: Ms. Evans, okay.

SANTOS: The first is, when she described the type of leader she would be, I just had some red flags regarding some of her comments whether she would be a good match, but I think what was important was when you prepared the questions that we wanted these folks to answer, one of the most important things is how well people follow instructions.

And the instructions says pick a county. And she wrote about all the counties which not following the instructions, and it makes me wonder if there was direction from you, Lieutenant Governor, the Commission or whatever asking her to do something is she going to follow that instruction? Is she not going to follow instruction and do what she wants to do? So, it just popped up a red flag regarding that.

I also unfortunately, I was in support of Mr. Levin, because I saw two things on his resume that I thought showed great success, one of them being importantly of the Star Trek experience, having seen that also, but you know when you have to do an interview by telephone it's tough. I don't think he was able to really convey to us his—or just the interview process is not the same as when you're in person, so I thought he was a little bit behind the ball, but when you look at what he's done, it seems that he's had great success. Part of this job also is as a spokesperson for the Commission, and I just

thought that he looked like he had those skills. So, that's why he was my third person, and why Melissa didn't have my support, or Ms. Evans didn't have my support thank you.

MARSHALL: Other comments?

PAZINA: This is Julie Pazina from Las Vegas. I think my challenge with Ari Levin was that he seemed to put no real work into the homework. And that was frustrating for me. I don't know if maybe I just didn't get it, but I didn't see any actual action plan, and then his budget seemed to be something that wasn't real world, realistic. I believe the Vice Chair had commented on that as well.

And then his letter which was supposed to be to the Senate Finance Chair was to the wrong individual, which I also felt like wasn't following instructions and so easy to see on the State's website. It just seemed to me he didn't put the work into the homework, and so that's why he was not my third choice.

I will say I was a little concerned, even though I did initially with Melissa I made my third choice, my concern with her was that she seemed to not take Las Vegas, and I say this as someone located in Las Vegas, as seriously when she had made the comment well Las Vegas needs no work. And I think we all know that if you're not expanding, if you're not putting in the effort than you're surpassed by Orlando, Chicago, so many other destinations.

While the entire State is important, so is Las Vegas. And when she said Las Vegas needed no work, that was my frustration with her, but she was still my third choice, given our candidates.

MARSHALL: Other comments?

STOLDAL: Stoldal for the record. I was concerned with Ari in the sense that he seemed to be so event driven, and his plan was simply for a 1.6-million-dollar art festival. He didn't really seem to have solid grasp beyond putting events on. Despite the fact that he had a great deal of experience in putting events on, he didn't fit.

And then Melissa compared to Tony, who was just so authentic, that's just such an overused word, but he is just so honest and direct in his questions, and she didn't seem to have that sense of leadership that I think is so important to this position.

That left me with the young—I shouldn't say, it's inappropriate to go into age or gender or whatever, but he—

MARSHALL: Jeff?

STOLDAL -the last candidate, I think he just had a good sense, so I would move him ahead of those two.

MARSHALL: Okay.

ESTIPONA: For the record, Edward Estipona. When I was looking at it, and again, that's why I asked three—can we just do two, because I saw problems with the other three candidates.

When I looked at Ms. Evans I felt like as a marketer, and this job, a lot of it is marketing, she did not comprehend it very well. You can tell me you worked on the Super Bowl, but you had a bunch of team members that worked on the Super Bowl, and it didn't seem like she was the one leading the charge and had that comprehension.

With Ari, I, myself, felt like Bob that he was so event-driven, that his answer to everything was an event. And his lack of understanding—or the budget even though I know it's just a proposed budget, you should have a clear understanding what you think, and is it realistic, you know I think that's—anybody can dream, but there is realistic things tied to it.

And Mr. Klein, I love his enthusiasm, but I just don't think he's got the administrative experience or the budgetary experience at this point, but from a marketing standpoint he does get it, he does understand it, but he's missing the other two components, which he'll drown I think in this environment without those. Thank you.

MARSHALL: Other comments?

KROLICKI: Madam Chair, it's Brian Krolicki. Again, I appreciate the ability to have this conversation, it's always difficult to do this in a public setting, and covered by our friends in the media, but I appreciate everyone coming through this process.

I think certainly, Brenda, you know she's already demonstrated her abilities profoundly under difficult circumstances. Tony certainly has the chops to do this job too, so I again, we're comfortable.

With the interviews today, I'm just not sure. They're wonderful people, but Melissa and Jeff, I just don't see them have the chops for this tomorrow. Perhaps, some day they can grow into it, or they can be a part of it, but you know it's just limited.

I think Ari has chops, but perhaps not the right ones for this, and I think that's what I'm hearing. I mean it's all events, and he's done some extraordinary things.

I think it might be difficult to get this third name. So, Madam Chair I give you my proxy for that third name. I think you have certain opinions on these folks, but I think we've got the right two people. Hopefully, we can package the recommendation that we've got one or two in a different tier, but complying with the rules of engagement, you know here is a third name, but I yield to you on that, at least from my standpoint if you have a person that you prefer.

MARSHALL: Okay, other comments? Pam?

ROBINSON: Pam Robinson. I was frustrated a little bit by Ari, and I think it's because he wasn't here, partly. It's a very difficult thing to do. I think that Jeff Klein has got a lot of potential, but not necessarily as the top person at this point, but I could see him bringing tremendous energy, and expertise and enthusiasm to the department.

The other part about this job is that it's so unique, because it sits on the Governor's Cabinet. We're the Commission on Tourism, but we're not the Commission of the Department for the other agencies. And that person, although tourism has to be part of their biggest focus, there are those other agencies that they have to make sure that they take into consideration, and that as they manage them, they've got the management ability to do it, and give you and the Governor the appropriate advice and recommendations for budgeting and management and staffing, and for all of the other things that go into it.

So, it's a comment, I put mine in order as I gave them, but the number three I would probably go with Jeff but with the idea that he's got potential, but not necessarily the right person at this point.

MARSHALL: Okay, other comments?

CARANO: Cindy Carano for the record. I do agree that I'd be very comfortable for you to present to the Governor the top two. The third one should be prefaced to the Governor that the Commission was not in agreement and consensus with this third one.

Ari Levin I would think could be the most qualified, actually I didn't put him down, because of the fact that—well, the budget, he didn't put the work into it. And he didn't discuss the rurals at all, and I just don't think that he has an idea of what actually the Department of Tourism and Cultural Affairs does.

So, tourism in Las Vegas, I agree Las Vegas needs help, but they have the Las Vegas Convention Authority with a bigger budget than we have here. So, our job is to concentrate on the rurals, and use Las Vegas and Reno as the entre into the rest of Nevada, and how do we get our visitors to do that.

I really can't go with Jeff because he's not qualified, as far as I'm concerned, and I just wouldn't even put him forward. So, I am going to stick with Melissa as my third, and I agree that she's not going to be my top pick.

MARSHALL: Justin, it has to be three, is that right? Can it be a number different than three?

TARUC: Lieutenant Governor, it says in the statute it must be three, three persons submitted, so it has to be three.

MARSHALL: It says three what, read it to me.

TARUC: So, it must be appointed by the Governor from a list of three persons submitted to the Governor by the Lieutenant Governor from the recommendations made to the Lieutenant Governor by the four entities.

MARSHALL: Okay, more comments?

STOLDAL: Well, mine would only be that I just follow the Lieutenant Governor, you have my proxy, and how—if it gets down to a push and shove...

KROLICKI: You said it.

CARANO: Yes, the diplomat over here. He was giving you the proxy.

MARSHALL: Proxy.

CARANO: I agree.

MARSHALL: You agree? Yes.

CARANO: Yes. The third...

MARSHALL: Kristin? [Inaudible]

WINDBIGLER: Yes at this point.

MARSHALL: Okay. Talk to me a little bit about what you would like me to say to the Governor with respect to the top two?

STOLDAL: Stoldal for the record, you start off with [inaudible] there's a whole bunch of things, [inaudible] a year on the job and I think will move forward in a very positive direction with acting [inaudible] recently [inaudible] together to...

TARUC: Lieutenant Governor, this is Justin Taruc down in the South. Mr. Stoldal we couldn't hear you, your mic wasn't on.

STOLDAL: I've got to learn to turn the green light on. Brenda has been there for the past year; things have moved forward in a very positive way. We recently had an opening – we have an opening for the Director, Administrator of all the State Museum systems, she went through a process, a professional process to come up with a selection, worked closely on that process.

The budget is due in 90 days. I mean it's a quick turnaround. And administratively that's going to take somebody that already knows the system.

I don't want to say that's the number one reason, because it's not, but I think she's done a solid job, and she knows marketing.

MARSHALL: Other comments on the top two?

ESTIPONA: Edward Estipona for the record. I like both of the candidates because I think they're both genuine people. And I think that represents us as a State, we're genuine people. And I think that's a good point from the leadership.

But when I start thinking about if I had to pick one of the two, I think I would have to go with Brenda myself, mainly because I've had the opportunity kind of serving on the Arts Council Board for I think I'm in my sixth year now. I've seen it where there's been no conversation and no collaboration, and it started with David where the collaboration started, and Brenda has taken it to the next level.

And you know we're a part of the whole family. And we always were, I think, the other divisions or the other departments were always treated a little bit like a stepchild, so to speak. I think between David and Brenda, they've really started creating that connection. I think that's excellent.

And I think for the same reason that Brenda had stated, I think we need more continuity now, we have momentum, we need continuity, and she is the right person. Though if Tony was in that position, he would do a great job, but I think from speed and just getting going it makes sense, at least for me, that Brenda would be the one out of the two, but I like both of them a lot.

MARSHALL: Okay, Cynthia?

MUN: Cynthia Mun. My two candidates were Brenda and Tony. And of those two, I've had the opportunity to work with Brenda, and I've seen what she can do. I think in terms of the speed of onboarding, she already has done the job.

There are opportunities for her, but then there would be another Deputy Director, and I think with someone that you know she would be able to hire to complement her skills, that she could become a very good leader, and with some mentorship, she'd be an excellent leader.

MARSHALL: Other comments, Pam?

ROBINSON: I agree with Cynthia, and I think that a couple of the things that people who haven't worked in the public lands arena, and I have for most of my career, but for her to have spearheaded, and this is small, but it's big, an MOU with the BLM is really a very, very good thing, and the outreach with partnerships and that kind of collaboration spirit that she brings, I think is really important. Because I think particularly as we go into the new division of outdoor recreation and it's going to be integrally tied with tourism, and some of the other things, she's already started to make some of those inroads.

I think that there are some things that if she is ultimately selected by the Governor, that—because she hasn't had the same kind of leadership experience on a big level, but those are some opportunities to get new skills, and to help enhance that. So, I would probably Brenda – I would put Brenda first, probably.

KROLICKI:

Madam Chair, thank you. You know I've always been in praise of people who have just earned it, who have been part of a team, who've gone through battle just because they're supposed to, and they excel.

This building, you know, the Nevada Commission on Tourism, and the divisions and the department folks in Las Vegas, you know it's been tough. You know we've had this interim situation for two years. I think curing this leadership vacuum as quickly as possible, especially with some of the hard deadlines, you know Brenda has absolutely earned you know this opportunity.

You know it's not for us to make the final decision, but if the Governor does decide that Brenda you know is not only just deserving, but in fact the best candidate, and I hope that's how it's approached, you know you've not asked the question, and I'm just going to put it out there, but I hope if there is a vacancy at a senior level in Nevada or the department that Tony would be approached. Because I think he would be an extraordinary addition to this team, and again that's beyond my pay grade, and it's not a question being asked, but it would give me great joy to see Tony being part of this.

MARSHALL:

Okay.

SANTOS:

Herb Santos for the record. I agree with everything that's been said, and my one thought was, do we have a Deputy Director right now?

ROBINSON:

Brenda is.

SANTOS:

No, no, no, I know. So, exactly what you said, we've got two good people that know their stuff, and I know that the Deputy Director is not appointed by the Governor, but I would hate to lose this opportunity to maybe snatch two good people. So, however that gets done, I don't know.

Being put in a position where you're just sort of thrown into it, I know it was tough on the last acting director, and the acting director we have right now, and you know it seems like things have gone pretty smoothly. We had a great Governor's conference. I think Brenda would be my first choice too, with the hope that we could somehow figure out a way for Tony to be able to join our team.

MARSHALL:

Okay. Any other comments.

WINDBIGLER: Kristen Windbigler for the record. I would just like to say that I wholeheartedly agree regarding Brenda and I would hope that she would be the top candidate, and I also think that Tony is a very strong candidate.

MARSHALL: Okay. All right, so here is what I'm hearing. I'm hearing that we have two top candidates to recommend to the Governor. A great scenario would be if both of them ended up working for the Commission on Tourism.

I'm hearing that Brenda has earned it, that there is continuity, experience, some of the things she's done in the last year, people are very impressed with. And that people also feel that Tony would be a great addition.

I'm also hearing that with respect to the third candidate, nobody settled on someone. You'd be willing to give me the proxy, as long as I was clear with the Governor that there is a gap there between number two and number three.

If that's the case and people are comfortable with that, I will accept a motion to forward the first two with the proxy for the third being on me recognizing that I must explain to the Governor the gap between the first two and the third. So, do I have a motion?

KROLICKI: So moved.

SPEAKER: So moved.

TARUC: Lieutenant Governor—I'm sorry, Lieutenant Governor this is Justin Taruc. I guess my concern with that for the interest of transparency is we might want to state the third person on the record.

WILSON: Kate Wilson for the record. I have the recommendations from Sarah Bradley before she left, and this was sent to all of the Commissioners, but one of them says that the Chair could arguably receive recommendations for 12 people from the Commission, and ultimately the recommendation comes from the Lieutenant Governor of three people as necessary. So, theoretically from this meeting, you could say like we're going to say that it's the list of five, and then who you choose to ultimately suggest to the Governor is your prerogative.

MARSHALL: It looks like by statute, I could receive a recommendation of five, with two starred for the top two, knowing that I will put forward to the Governor three.

TARUC: That's a reasonable understanding for the statute, so that's okay then.

MARSHALL: All right, then I'll accept a motion, if people are comfortable with that.

KROLICKI: Move to approve.

- MARSHALL: Second?
- MUN: Second.
- MARSHALL: Okay, so the motion on the floor is that five people will be forwarded to me for recommendation, with the caveat that Brenda Nebesky and Tony Lyle are the top two, and so I have a motion, I have a second. Do I have any discussion?
- STOLDAL: I'm not sure – the statute says that we've get to vote on who the three people are.
- MARSHALL: No, you can vote to send five to me, if you want.
- CARANO: But he said because he's not a voting member.
- STOLDAL: But I don't know if I can vote on the motion to...
- KROLOCKI: No, he said can a non-voting member vote?
- STOLDAL: Yes.
- MARSHALL: Can a non-voting member vote?
- SANTOS: It's voting on the names that are being submitted, on Commission business.
- TARUC: Lieutenant Governor, the way that I read it is the non-voting members can recommend the names that you're going to submit. But I don't read it as they can vote on Committee action.
- SANTOS: Herb Santos for the record. We have to submit names—the Commission, the heads of the Departments, the Museums, we have to submit names. And the only way we can submit the names is if there is an action from us that's in the agenda that we have to vote to submit the names to the Lieutenant Governor.
- MARSHALL: So, the motion could be that there is a motion to submit five names to the—excuse me for speaking of myself in the third person, to the LG, with two of the names underscored as recommended for the Governor. So, I think Bob can vote to recommend, right?
- TARUC: So, my interpretation is he can recommend them. I don't see that it requires a vote for him to recommend anybody.
- MARSHALL: So, you're telling me not to take a vote today?
- KROLICKI: No, Madam Chair, if I could...
- MARSHALL: Yes.

KROLICKI: You know I think we are all in agreement, so just to make sure there is no come-back to this process, maybe only the voting members vote on this, but with an indication that there is unanimous support of the non-voting members for that motion.

MARSHALL: For the non-voting members, I would like to hear publicly your recommendation, okay? Because I need to hear your recommendation.

For the voting members, you can vote on the recommendation, if you would like which is on the table, if you're comfortable to recommend to me five names with the top two starred. If you are a non-voting member I understand the DAG to say you can't vote, but I need to hear your recommendation. Is that good?

TARUC: That's correct.

STOLDAL: Stoldal for the record, what I'd like to vote on...

MARSHALL: I would like you to recommend.

ESTIPONA: Recommend.

SANTOS: Herb Santos for the record. Who do you recommend for the names to be submitted to the Lieutenant Governor?

KROLICKI: Or do you support the motion?

STOLDAL: Okay, well, I'm voting, because that's what the statute says that we will—I'll vote, and that's...

MARSHALL: Justin, you've got to rule. I don't know what to do, buddy. You've got to rule on how the process goes.

STOLDAL: I think the confusion is the five. And if there is three that we can recommend to vote on the three—and the third one, you're certainly going to explain what the issues are to the Governor.

WILSON: Kate Wilson for the record. Again, and speaking to this at length with Sarah Bradley, and again, Justin, correct me if I'm wrong. Technically, there doesn't have to be a vote at all, it's just the recommendations.

The casting of the vote by the Members is simply—that is your vote is what you casted to the Lieutenant Governor. What the Lieutenant Governor takes forward, she could honestly not have taken any recommendations—or, I mean, the people who came here, you can give your recommendations, but she doesn't even necessarily have to follow those depending on who she wants to go forward to the Governor.

STOLDAL: Yes, but I'm sorry. Did you just say that if we send the Lieutenant Governor three names, she doesn't have to use that list?

WILSON: There can be more than three names. So if you guys came forward with 15 names, if each Member brought three names that they are recommending, the Lieutenant Governor ultimately has to pull three names from those recommendations. Your act of voting according to this conversation with Sarah Bradley, is making your recommendation. That is you're casting of a vote is the recommendation that you are making.

Again, ultimately who the Lieutenant Governor moves forward with, it could be a list of 12 names that she pulls three from. It can be a list of five, or ten, or what have you. So, again, you're not being—you're—and again, Justin, correct me if I'm wrong. The statute [inaudible] your position in this is to make a recommendation as the Board Member of the Department of Museums. So, that is the recommendation, that is your "vote."

TARUC: Justin Taruc for the record. That is my understanding of my reading of the statute is, yeah, you guys can make your recommendations, but it doesn't require a vote I don't believe.

MARSHALL: Okay, so...

TARUC: An official...

MARSHALL: Then to be clear on the record, should I accept a recommendation from each person on the Commission?

TARUC: Madam Chair, if those papers that you were handed, I believe those were their recommendations.

MARSHALL: Okay. Are you okay, Bob?

STOLDAL: Sure, you have my recommendations.

MARSHALL: Okay. I want to make sure that we don't have to come back and redo this. So, are we good here, if I take the piece of paper, which I have kept, and I go forward with that, are we good?

STOLDAL: We didn't put our names on them.

MARSHALL: It's still everyone right?

KROLICKI: I'm not sure if you want to go down the line, just to avoid confusion that you've [inaudible]

STOLDAL: Okay. Got it – well, see I want to...

MARSHALL: But I'm going to go down the line just to avoid confusion, okay. I don't want us to have to come back and then it was all a mess, okay? All right. Pen, blank sheet of paper, all right. Julie, go for it.

PAZINA: My recommendations were Brenda and Tony and then my number three was Melissa.

MARSHALL: Kristen, go for it.

WINDBIGLER: Brenda and Tony.

MARSHALL: Edward, go for it.

ESTIPONA: Brenda, Tony and if I had to do a third, it would be Ari.

MARSHALL: Bob.

STOLDAL: Brenda, Tony and Ari.

MARSHALL: Herb.

SANTOS: My three are Brenda Nebesky, Tony Lyle and Ari Levin.

MARSHALL: Wait, I forgot Cindy, hi. Cindy.

MUN: It's Brenda and Tony, and a proxy for third.

MARSHALL: Okay. Cindy.

CARANO: Tony, Brenda and Melissa.

MARSHALL: Krolicki.

DELONE: Top two would be Brenda and Tony, as a third alternate, Melissa.

WILSON: And just for clarification that was Commissioner DeLone.

MARSHALL: Phil. Oh, that was Phil, I wasn't looking, Brian.

KROICKI: Krolicki recommends and Madam Chairman, thank you for indulging the process, Nebesky, Lyle and you have my proxy on number three.

MARSHALL: Pam.

ROBINSON: Brenda Nebesky, Tony Lyle and I think I wrote down Jeff and Ari. So, my third is not necessary, proxy if you'd like.

MARSHALL: Okay, I have written down all the recommendations, you're verifying?

SANTOS: Yep.

MARSHALL: Okay, are we good?

STOLDAL: Yes.

WILSON: Kate Wilson for the record, we have more than three recommendations going forward, so we've met the statutory requirement for three.

MARSHALL: Okay, good. Okay. Good, all right. Now, we're going back to our—what time is it, 4:12.

CARANO: It's happy hour.

MARSHALL: Hold on I have to email my husband, just hold on a second, please. Let's go—thank you very much for indulging me on that.

Public Hearing on Notice of Intent to Act Upon Regulation - continued

MARSHALL: So, now we are back to Item J and K. Justin, first off, did anyone want to give us a little background on Item J and K?

TARUC: Lieutenant Governor, this is Justin Taruc. I spoke with Sarah Bradley, who is the Senior Deputy Attorney General who was working with I believe Dave Peterson, who is the interim Director prior to Ms. Nebesky.

I guess it was their discussions that precipitated the proposed LCB File No. R080-18. What that basically was is the history that I understand is it was filed with LCB in April of 2018, and so if the regulation is to be adopted has a two-year statute of limitations, essentially, I don't want to use that term, a legal term I guess, but it's kind of like that. Either it gets approved in two years, or it just dies.

But basically R080-18 was drafted because pursuant to NRS 233b.100, it requires, and I'll read it.

"Any interested person may petition an agency requesting the adoption, filing, amendment, or repeal of any regulation, and shall accompany the petition with relevant data, views, and arguments. Each agency shall prescribe by regulation the form for such petitions, and the procedure for their submission, consideration, and disposition. Upon submission of such a petition, the agency shall within thirty (30) days either deny the petition in writing, stating its reasons, or initiating regulation-making proceedings."

So, the reason why R080-18 was, I guess, proposed is to comply with NRS 233b.100 that the State Agency have some sort of process for the petitions. I understand in a prior

discussion that Commissioner Santos asked where the 30-day time limit came from. And that's stated in NRS 233b.100, and so we can't really digress from that, or change it, because it's specifically stated in 100, that it's 30 days from the date that the petition is received.

And looking at the public notice that was published in last month, in November, it looks like in that notice, it was required that the Commission or someone on their behalf issue responses in that notice. And it says that there is really no anticipated economic effect on businesses, or the public based on the adoption of this specific regulation.

I mean it doesn't seem like they anticipate any cost for the enforcement in the regulation, and they really honestly didn't anticipate that many petitions being filed, that would address it under this, but again, under 233b.100, the agency has to adopt a way for someone to address a petition before the Board.

KROLICKI: Madam Chair?

MARSHALL: Yes.

KROLICKI: Just a quick, I heard everything you said. I'm not sure why we need to take action if NRS says that this is the case, why do we need to approve the reg, if it's already...

TARUC: Sorry.

KROLICKI: Or if we don't take any action today, what happens? I mean what's the repercussion.

TARUC: I guess the repercussion is that R080-18 just won't be enacted, and so there's really no petition in the regulation stated for this agency. 233b.100 just says that you have to prescribe the form for the petition and the procedure, so because it says each agency shall prescribe by regulation the form for such petitions, and the procedure for the submission, I guess that's why this reg is coming into play.

SANTOS: Herb Santos for the record. When you look at NRS 233b.100, it says that under paragraph one, upon submission of such a petition, the agency shall within thirty (30) days either deny the petition in writing, stating its reasons, or initiate regulation-making proceedings, that's inconsistent with number four that says, the Commission will notify the petitioner in writing of the Commission's decision regarding the petition within thirty (30) days of the date when the petitioner filed the petition.

That in and of itself it going to be impossible for us to do, because that would require us to schedule a meeting within that 30 days to rule on that. That language, if we're going to have this, has to be consistent with 233b.100, where I think you could put in there that regarding the petition—the date in which petitioner filed the petition—but it's got to be something where it's going to say that it's going to put on the next Commission meeting as an agenda item.

Because what 233b is the Administrative Code, and basically looking at the agencies that have like the division of industrial relations, things like that, to where they have a process, and they have actual regulations. We have no regulations.

But if you look under the Administrative Code, this would be the only thing sitting in there. This is for someone to want to either repeal or even create a regulation, so we get a bunch of people now submitting regulations, they want the Tourism Department to do, there's no way that we're going to be able to do that within 30 days.

So, the language in this reg has to be able to reflect the reporting, and advance notice requirements of this agency, because we're acting as a Commission, as opposed to a department agency that's acting through its department heads.

I don't know – hopefully, that made sense. I don't know if it did.

TARUC: No, it does. And I guess the only response I had for that is and with speaking with Sarah Bradley as well, is I guess under OML, the Commission is able to hold telephonic special meetings that could address this. And that's all we've got for you.

SANTOS: So, if you're saying that if someone submits a petition on January 1st and how long do we have to—what's our notice for a meeting, is it 17 days?

TARUC: It's three working days.

SANTOS: Oh, it's only three days. Oh, well, then...

MARSHALL: No, it has to be posted and anyway we need a week.

SANTOS: It's got to be posted and you have non-employees but Commissioners that would have to adjust their calendar –I mean I think it's just a procedural nightmare.

MARSHALL: Also, the problem is, is that we don't have any regs. So, the only reg you're going to get is where someone is going to come forward and submit a reg. So, they're going to ask us to adopt a reg, so then we're going to need a legal analysis on whether or not that reg fits in with the statutes that cover this agency.

The question comes back to not only can this Board rule in 30 days; but can the Attorney General provide a legal analysis of the effect of the reg and its concurrence with our statutory obligations and duties. And I'm guessing that the answer to that is a hearty no.

We don't have any regs. The only thing that happens here is somebody submits a reg. You've got a brand new reg, Joe Blow comes in off the street, here's a reg, we've got 30 days, we can't move unless we have a legal analysis, that's a written analysis. If you go back to the AG's procedures, right, and you say I don't want an email, I need a written analysis of the AG's recommendation.

The AG is going to tell you, it's 90 days minimum. Sometimes, they take a year to do that. That's the problem here, that you're not going to get that in 30 days, and I don't understand how that works, right? How does it work? And then it says that we, the Commission will notify – I don't understand how it works.

SANTOS: Yeah, when you look at this reg, it shouldn't be the Commission, it should be the agency will notify the petitioner in writing that they either—it's got to be initiate regulation-making proceedings.

MARSHALL: Yep, yep.

SANTOS: Because that's what the statute says. It says or initiate regulation—it says, the agency shall within thirty (30) days either deny the petition in writing stating its reasons, or initiate regulation-making proceedings.

So, it should say that the agency shall notify the petitioner that they will initiate regulation-making proceedings—I just don't know if we want to deny it, that's the...

KROLICKI: You know the opportunity for abuse by you know –by a mischievous person, you know they could introduce a reg every day. So, you just need to control your own destiny.

MARSHALL: And gum up the process.

KROLICKI: But I agree, I mean you know I did as the question if we did nothing today, what happens?

MARSHALL: But then are we in violation of some law that the legislature passed?

KROLICKI: Well, that's the question, are we in violation of the law, or can we amend—well, can we groove our response to be that the department shall notify the Commission and be considered by the Commission at its next regularly scheduled meeting or something like that, but there has to be order in the process.

MARSHALL: The Commission will notify the petition in writing of the Commission's decision regarding the petition, if the Commission approves the petition, the Commission will initiate a regulation [inaudible] but did LCB write it? LCB wrote it?

KROLICKI: That's why.

MARSHALL: Okay, so here's the deal – no, it's a statute of limitation that it dies. So, here's the deal. We're in December, yadda, yadda now, right. What's today? The 11th, okay. What has to happen for that last paragraph to be written in a more refined way?

TARUC: Lieutenant Governor, I believe that we can resubmit if there's any comments based off of the comments back to LCB. I believe this draft has already been submitted to LCB, and it's being brought back to the Commission for a final review.

Based off of the comments on today's meeting, we can take those, and I guess modify the proposal and send it back to LCB.

MARSHALL: And then does that put us outside the statute of limitations, if we don't do something by end of the year?

TARUC: So, my understanding is that if the process isn't completed within the two years, someone from the Commission has to appear in front of LCB to explain why it didn't occur within two years.

KROLICKI: The first [inaudible].

SANTOS: Herb Santos for the record. If we approve something can we edit it?

MARSHALL: Can we edit it?

SANTOS: Or do we have to accept that language?

TARUC: If it's a major change, then you would have to resubmit.

MARSHALL: It's just a clarification.

CARANO: Cindy Carano for the record. I move that we do not approve this regulation in its current form. And if we can't just modify it by our timetable that we actually meet, then just not approve it, and I'll be happy to go and talk to the scary LCB.

SANTOS: Here's another thing we can do. We could go ahead and approve this today, work on the language, and then one of us submits a proposal to modify the existing reg, using the reg that's right there.

MARSHALL: So, at the next meeting we submit a reg?

SANTOS: We submit our own reg.

MARSHALL: Under the home process.

SANTOS: Under the home process.

MARSHALL: Then we have 30 days to eat up our own reg. I like it.

KROLICKI: This may be the first contested vote we have today—this is Brian Krolicki. Any time you approve a reg, it's really hard to unwind, you know it has a life unto its own. And sometimes it mysterious.

I get what you're saying, but why approve a reg that we cannot comply with? I think that's a really good reason not to approve the reg, to say, hey LCB, if we approve this, we cannot comply because our schedule doesn't you know comport to that. Yes, we can have a noticed phone call meeting or something like that, but it just – I think there must be a better way.

So, if there's no punitive if we're not approving it today – if there's a punitive, I want to hear it, but I'm still not hearing it, then I just think we're much wiser to do nothing until we know what we wish to do.

MARSHALL: Justin, I think if we can take this back to LCB, and explain that the Board could not get a clear understanding of whether or not, it could meet the requirements of the reg, and of the reg—let me get specific here—of Section 1.3 and 1.4, is that right?

SANTOS: No, no, Section 3 and Section 4.

MARSHALL: I'm sorry, Section 3 and Section 4 on page 2 of the draft of proposed regulation R080-18. So, because we could not get clarification on what exactly we were doing, we can't take a vote, because there's no meeting of the minds.

Under that scenario, we would respectfully request maybe someone from LCB could come here and walk us through how this works –LCB staff.

WILSON: Kate Wilson for the record. Another option in the same vein as what Sarah Bradley did for the hiring process, I'd be more than happy to reach out to LCB and see if we can circulate a memo or something to that effect, just with the implications of not voting on this by the end of the year, or any concerns there, and if there is some sort of punitive...

MARSHALL: We can call an emergency phone call.

WILSON: Then we can do a call and try to get quorum that way. I agree both on the concern of voting on something that we aren't sure what you're voting on, but also if there is a hard deadline, which no offense Justin, it's just that no one can really tell us on December 31st I also would hate for the Board to not be in compliance.

MARSHALL: Right.

ROBINSON: This is Pam. We're not even a regulatory agency—

MARSHALL: I know.

ROBINSON: –which I mean because then this goes to Leg Commission, and there’s a long process with regulations. So, I think that not voting—I think we’d better know what we’re doing.

MARSHALL: Also, we don’t want to expand powers we don’t have.

ROBINSON: No, right.

SANTOS: Herb Santos for the record. Can we also ask LCB, it really shouldn’t be the Commission that is looking—it should be investigated and everything by the agency, and then the agency gives the report to us, and then we make a decision based on that. I don’t think that’s part of what the Commission would be doing.

So, instead of using the word “Commission”, they should be talking about the agency receives it, the agency reviews it, and then they prepare a report for the Commission to vote on with the appropriate recommendations and supporting documentation.

WILSON: And within the appropriate timeline of the Commission.

ROBINSON: The other part of that is if they can provide an example of other Commissions. I mean I know there is the Environmental Commission and some of those, but they are all Commissions over regulatory agencies, and so this just sounds like it’s something that was scatter-shotted out to everybody. I think that we really need to have specifics on it.

MARSHALL: Yeah, I think they’re trying to do a broad application for all these agencies. So, I’ve put you through the ringer today, Justin, I apologize, but I think we—you can take it out on me later, okay.

But is the Commission—are you guys comfortable with us not moving forward on this?

GROUP: Yes.

MARSHALL: Okay. And I apologize for that, that you now have Justin. All right, so the next thing that we’re doing here is I think we’re adjourning. I think people want to adjourn.

CARANO: Public comment.

Commissioner Comments

MARSHALL: Public comment, Commissioner comments, Agenda Item L? Yeah. No kidding.

CARANO: Cindy Carano, Merry Christmas and Happy New Year.

MARSHALL: Merry Christmas, Happy New Year, Happy Holidays.

Public Comment

MARSHALL: Okay, public comment. Do I have public comment in Carson? Are we still what? Muted. Oh, how's that phone going.

SPEAKER: Is anybody on the phone?

MARSHALL: People are on the phone okay. Do we have public comment in Vegas?

PAZINA: No.

MARSHALL: Do we have public comment on the phone. They've probably given up on us.

Adjournment

MARSHALL: Then for possible action, we have adjournment. Do I have a motion?

ROBINSON: So moved.

MARSHALL: So moved, do I have a second?

SANTOS: Second.

MARSHALL: All right, all those in favor of adjourning.

GROUP: Aye.

MARSHALL: Any opposed? Motion passes, thank you Julie, thank you Kristen on a little bit of a rocky meeting.

PAZINA: Thank you.

The meeting adjourned at 4:32 p.m.

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

Presentations



the 1990s, the number of people who have been employed in the public sector has increased in all countries.

There are a number of reasons for the increase in public sector employment. First, the public sector has become an important source of employment for many people, especially in developing countries. Second, the public sector has become an important source of income for many people, especially in developing countries. Third, the public sector has become an important source of social services for many people, especially in developing countries. Fourth, the public sector has become an important source of political power for many people, especially in developing countries.

The increase in public sector employment has led to a number of problems. First, the public sector has become a major source of corruption. Second, the public sector has become a major source of inefficiency. Third, the public sector has become a major source of waste. Fourth, the public sector has become a major source of unemployment.

The increase in public sector employment has also led to a number of other problems. First, the public sector has become a major source of political instability. Second, the public sector has become a major source of social inequality. Third, the public sector has become a major source of environmental degradation. Fourth, the public sector has become a major source of economic stagnation.

The increase in public sector employment has also led to a number of other problems. First, the public sector has become a major source of political corruption. Second, the public sector has become a major source of social injustice. Third, the public sector has become a major source of economic decline. Fourth, the public sector has become a major source of environmental destruction.

The increase in public sector employment has also led to a number of other problems. First, the public sector has become a major source of political oppression. Second, the public sector has become a major source of social discrimination. Third, the public sector has become a major source of economic stagnation. Fourth, the public sector has become a major source of environmental destruction.

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US ECONOMY AND HOTEL INDUSTRY 2020 OUTLOOK

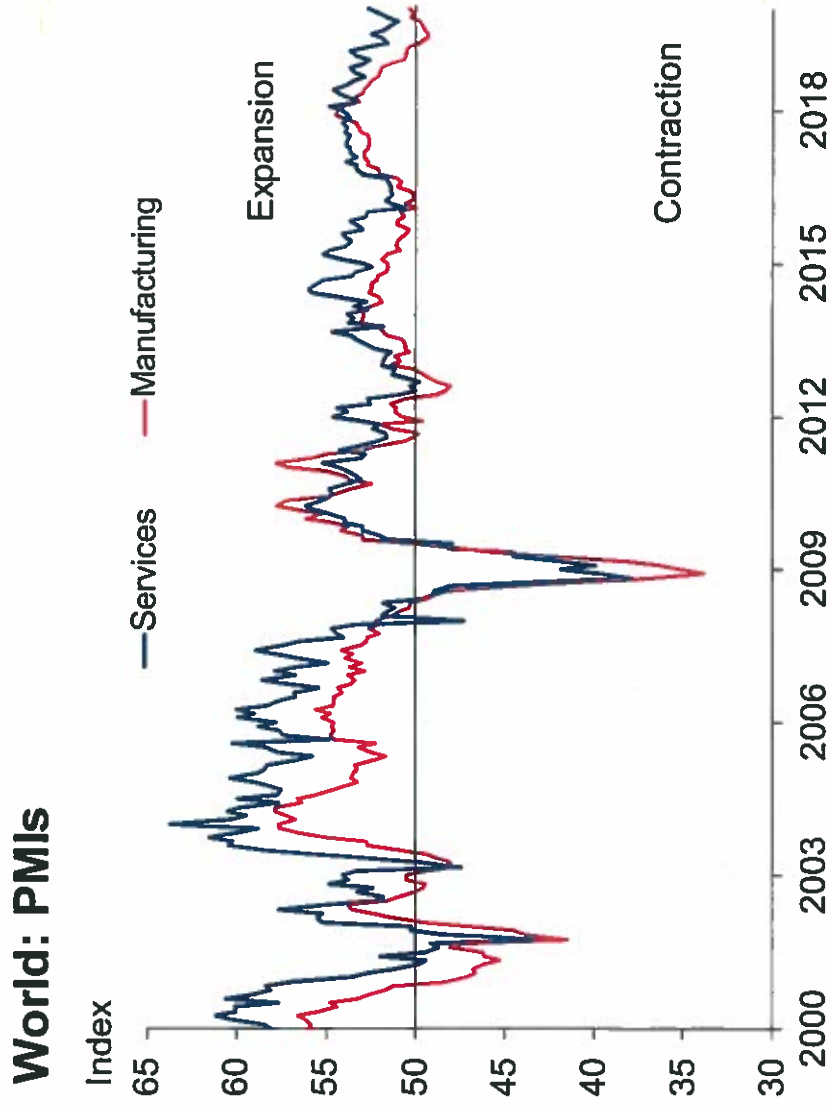
Navigating the crisis

Kaitlin DiPaola
Senior Economist
Tourism Economics

March 2020

ECONOMIC OUTLOOK

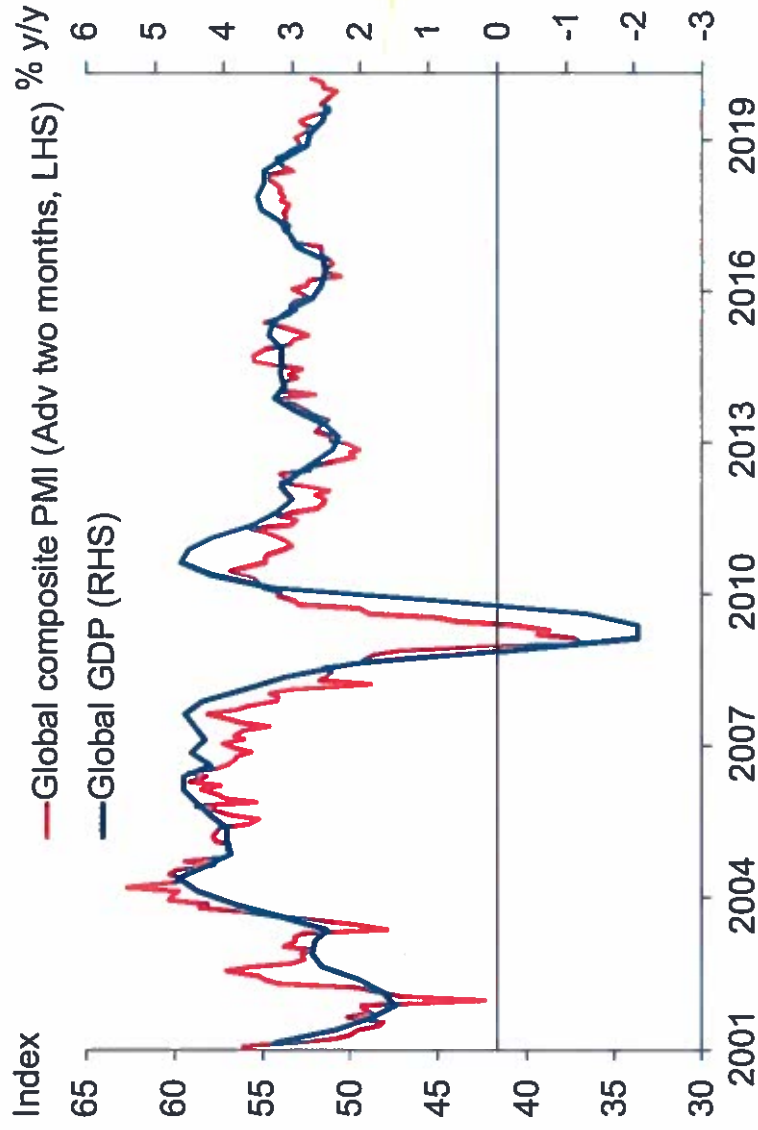
Global activity recently showing signs of bottoming out



Source : Oxford Economics/Markit

And leading indicators pointing to early-2020 pick up

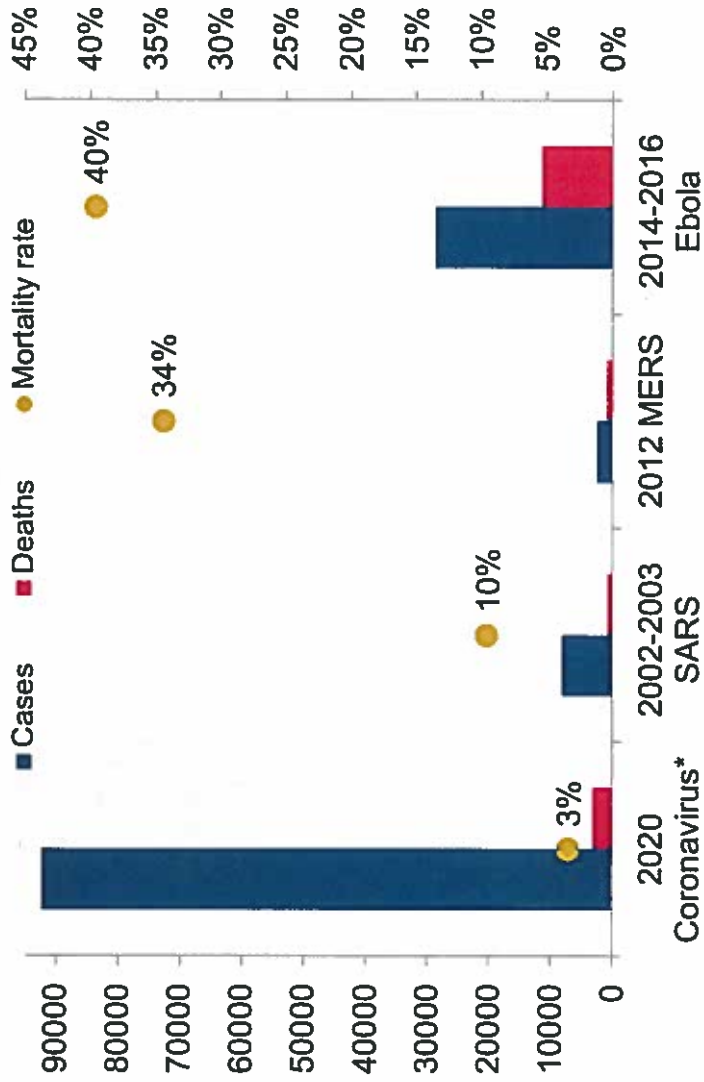
World: GDP & PMI



Source : Oxford Economics/Haver Analytics/Markit

But then the coronavirus hit...

Faster spreading virus, but lower mortality rate

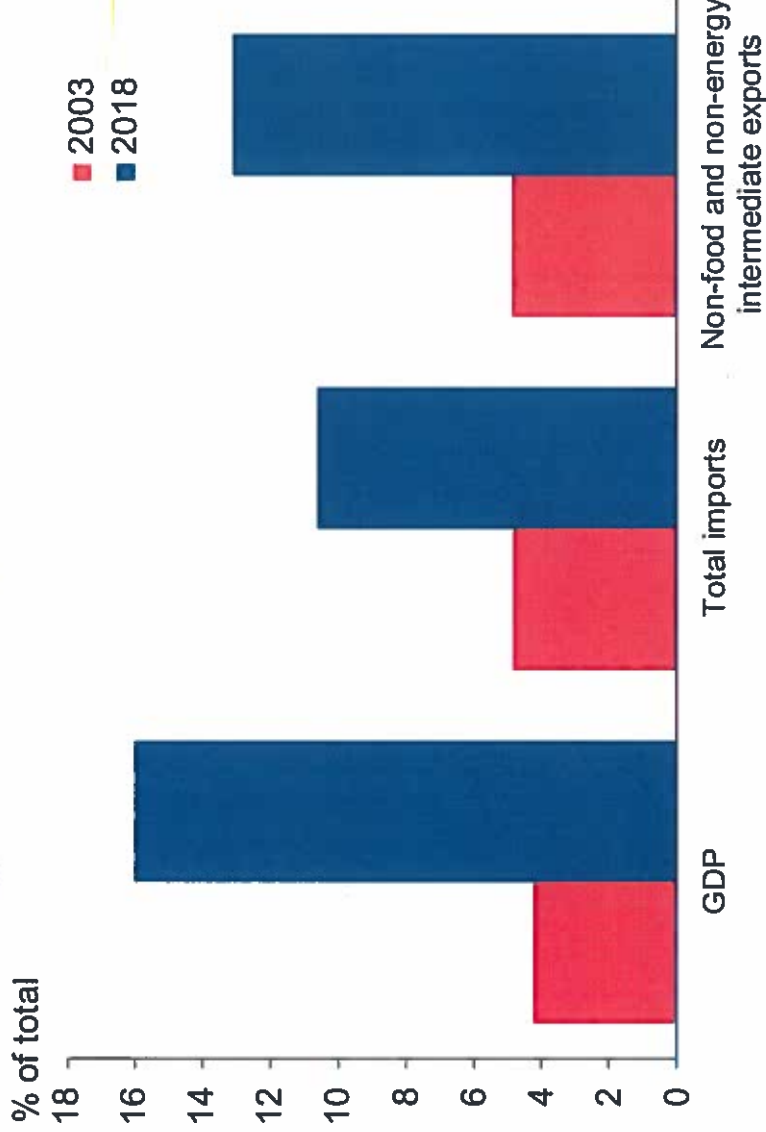


Source : Oxford Economics/WHO/CDC

*As of March 3rd, 2020

This time is different because of China's global role

China's importance to the world economy

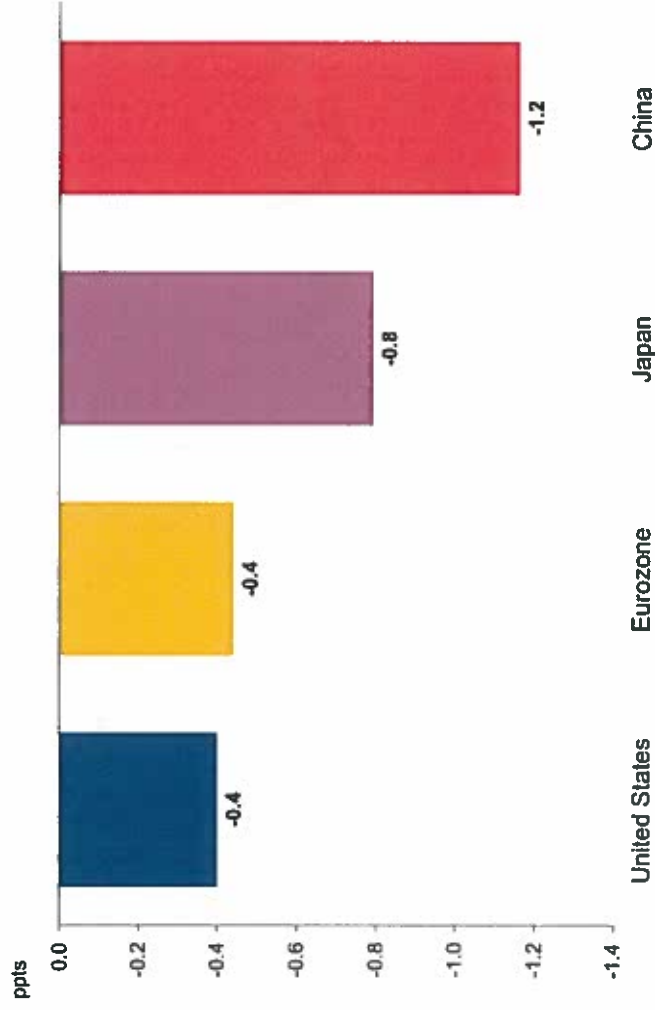


- China share of overseas travel to the US
 - 1% in 2002
 - 7% in 2019
- China is the #1 source of international travel spending in the US

Source : Oxford Economics/Haver Analytics

Asia worst affected but US and eurozone not untouched

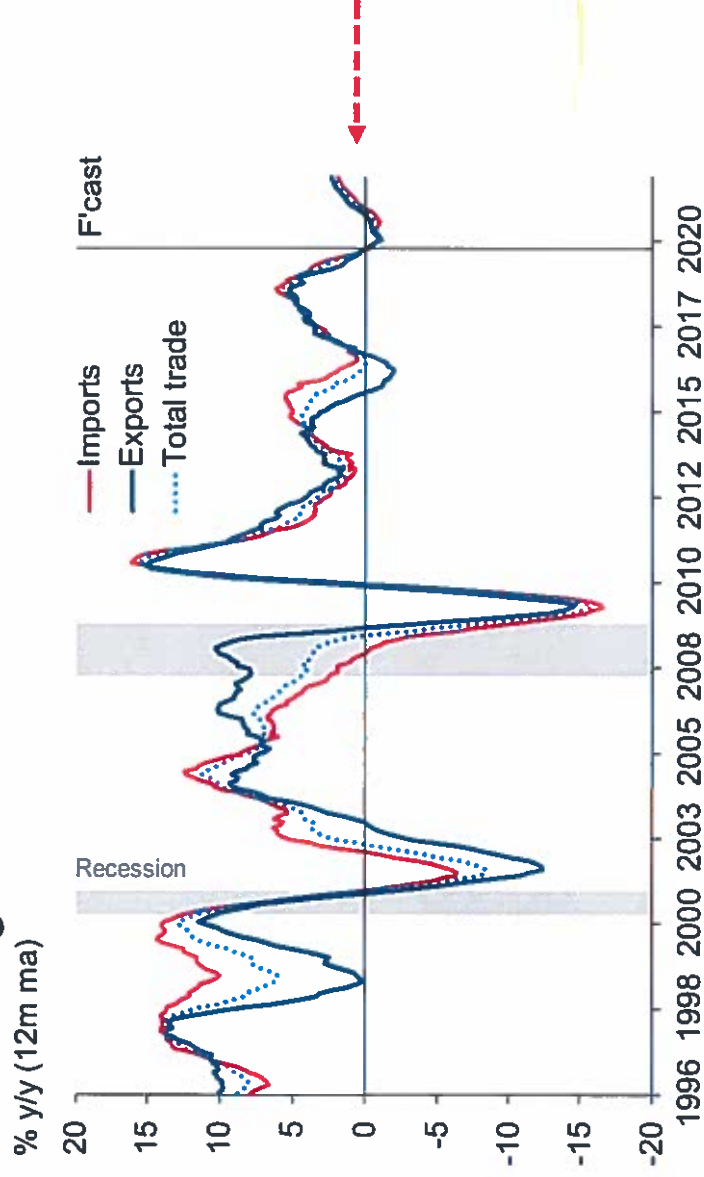
Global: Coronavirus shock to 2020 GDP growth



Source : Oxford Economics

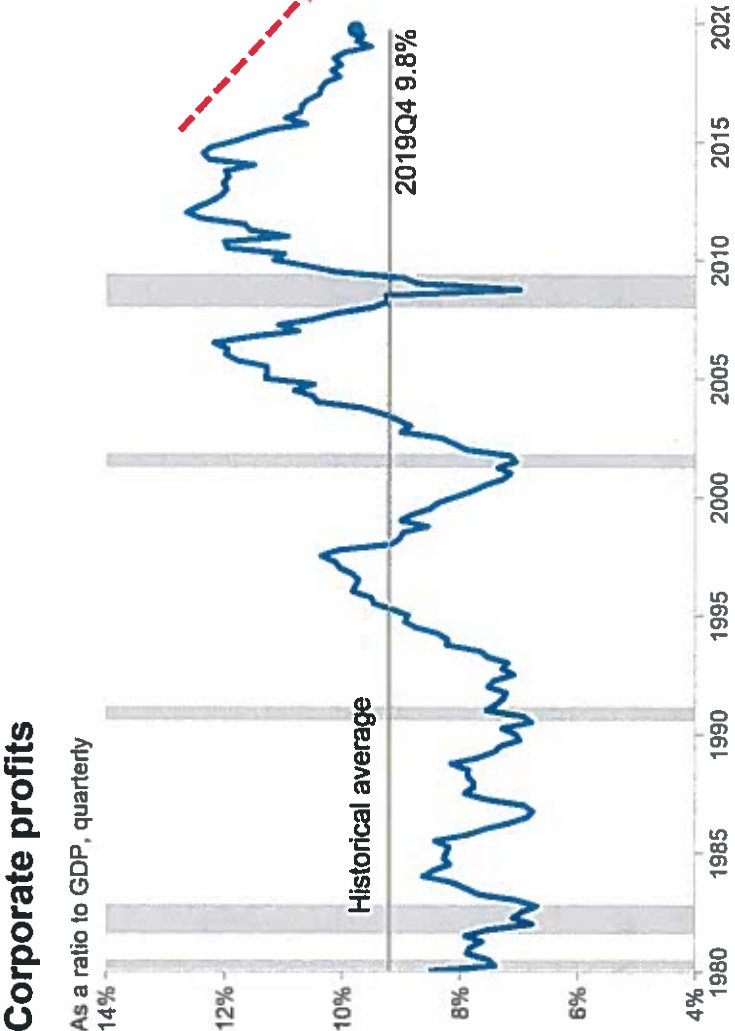
Vulnerability #1: US trade flows have stalled

US: Trade growth at its worst outside recession



Source : Oxford Economics/Haver Analytics

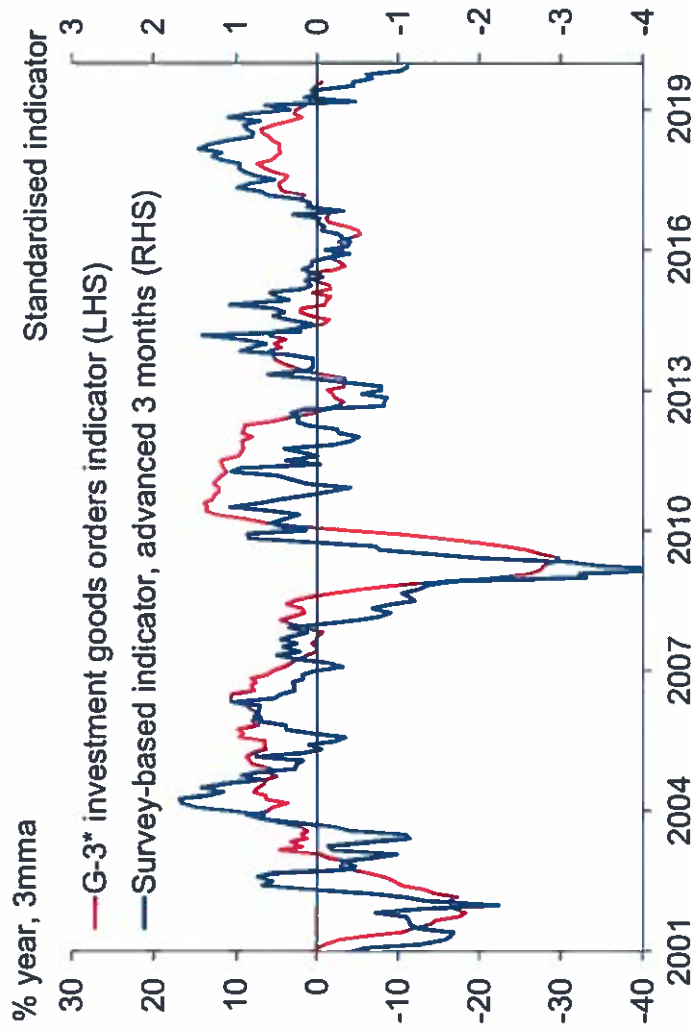
Vulnerability #2: Corporate profits have narrowed



Note: History through 2019 Q4. Pre-tax corporate profits. With IVA and CCAAdj.
Source: Bureau of Economic Analysis; Oxford Economics

Vulnerability #3: Investment intentions have fallen sharply

G-3: Investment indicators

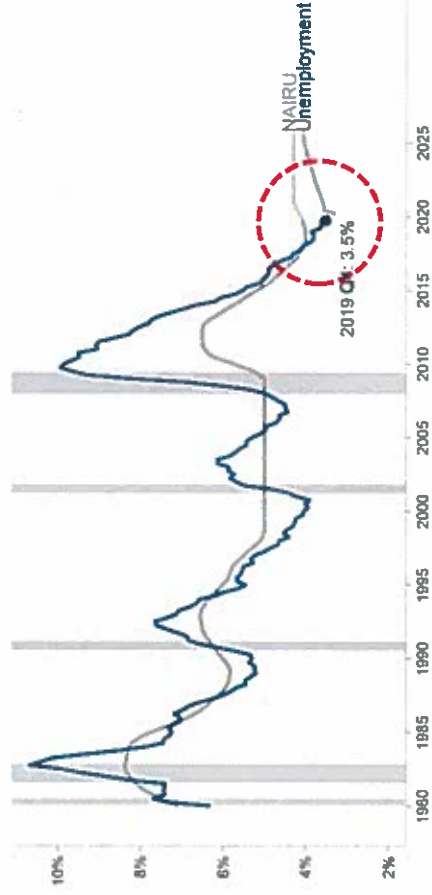


Global trade slowdown is having its effect
Services have been more resilient

Source : Oxford Economics/Haver Analytics * US, Germany, Japan

Ultimate backstop: consumers

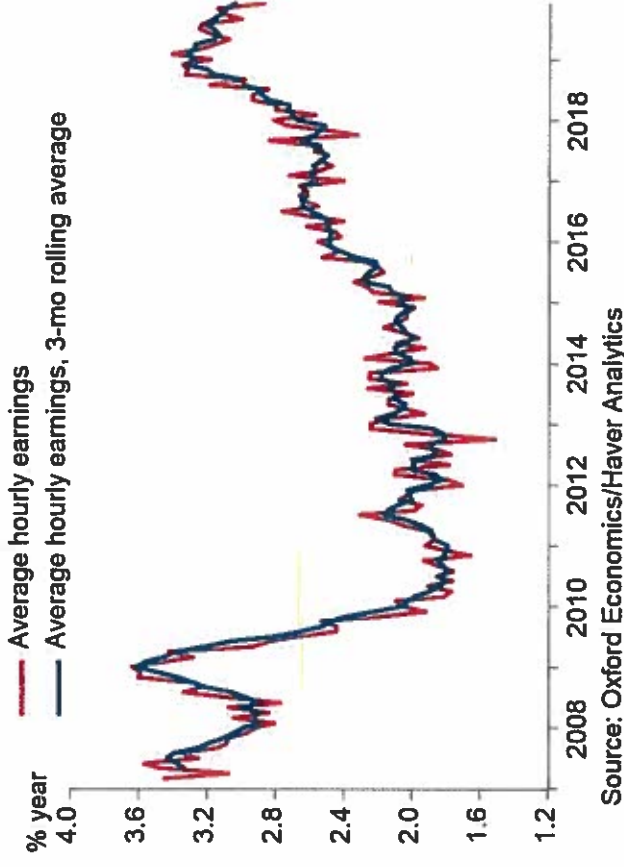
Unemployment rate



Note: Non-accidental inflation rate of unemployment (NAIRU) refers to the estimated level of unemployment below which inflation rises. History through 2019 Q4. Source: Bureau of Labor Statistics, Oxford Economics.

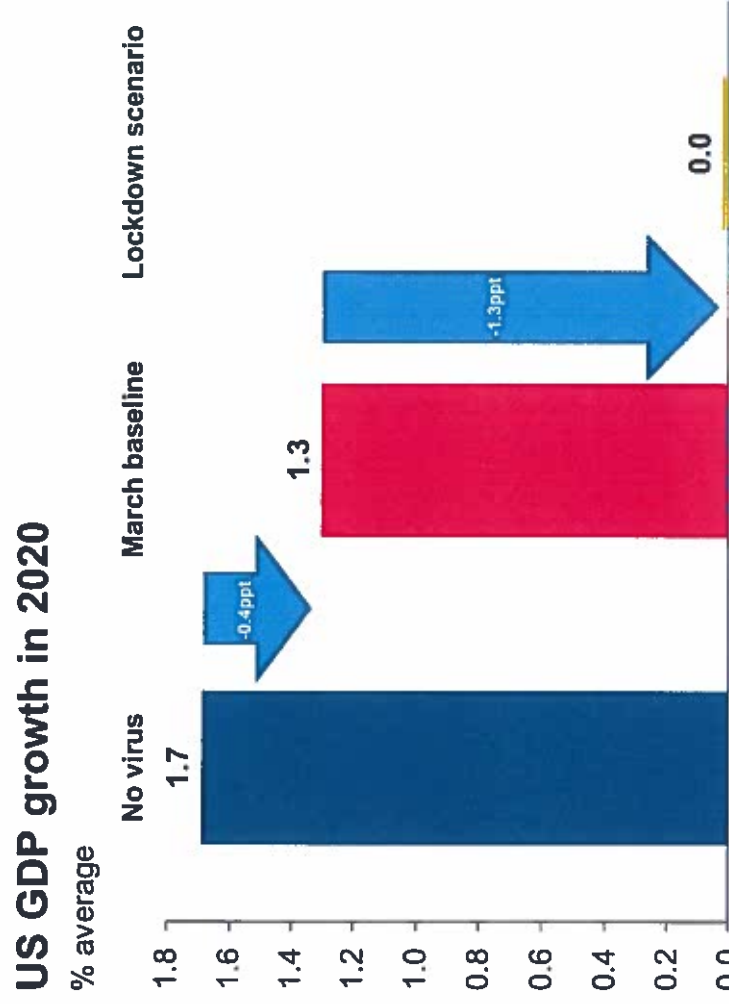
The unemployment rate is its lowest in over 50 years (May 1969 it was 3.4%).

US: Average hourly earnings



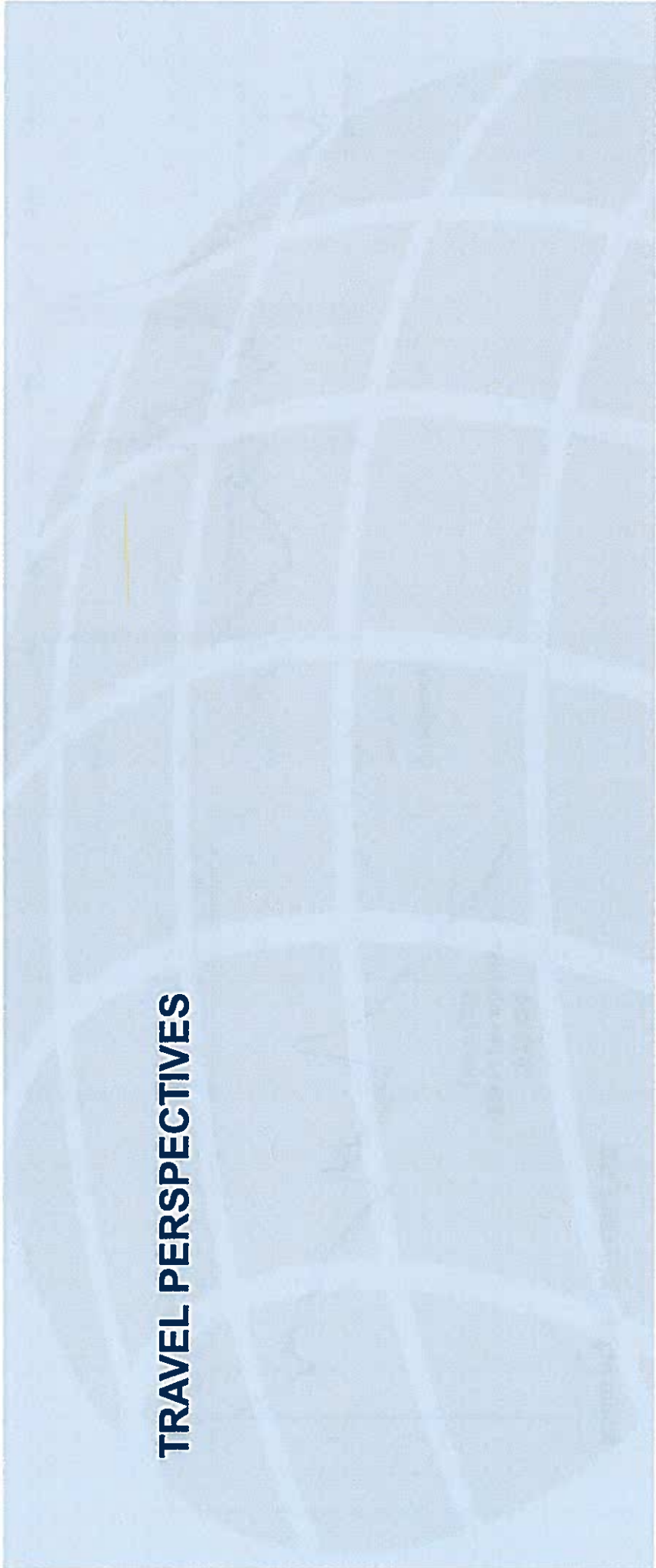
Source: Oxford Economics/Haver Analytics

A slow 2020 is inevitable



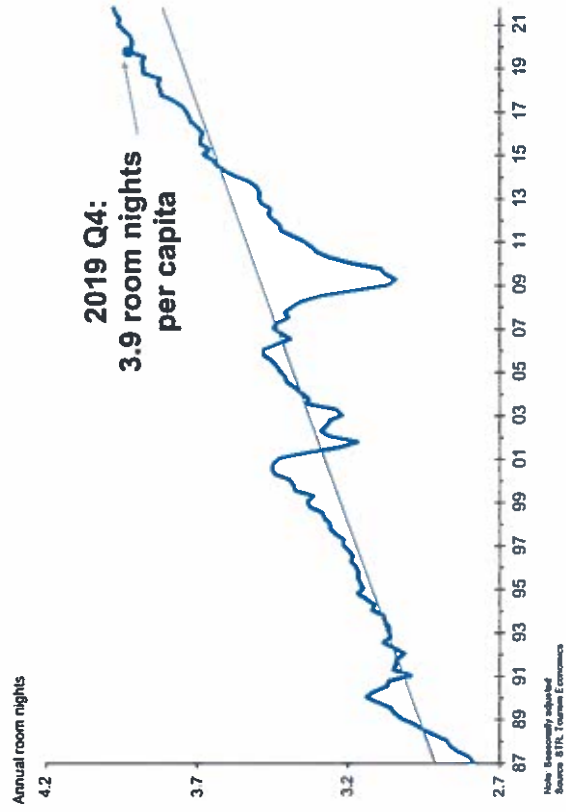
Source : Oxford Economics

TRAVEL PERSPECTIVES

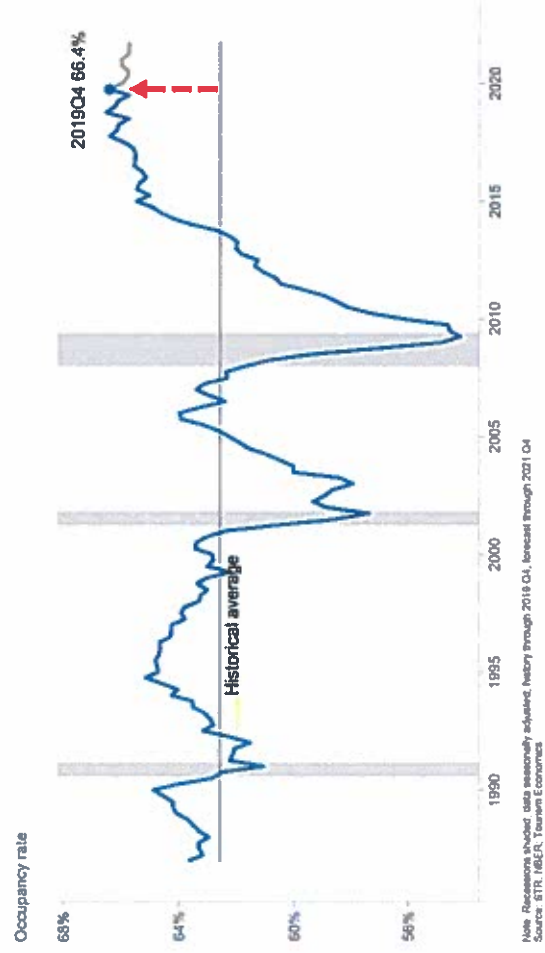


People are traveling more than ever

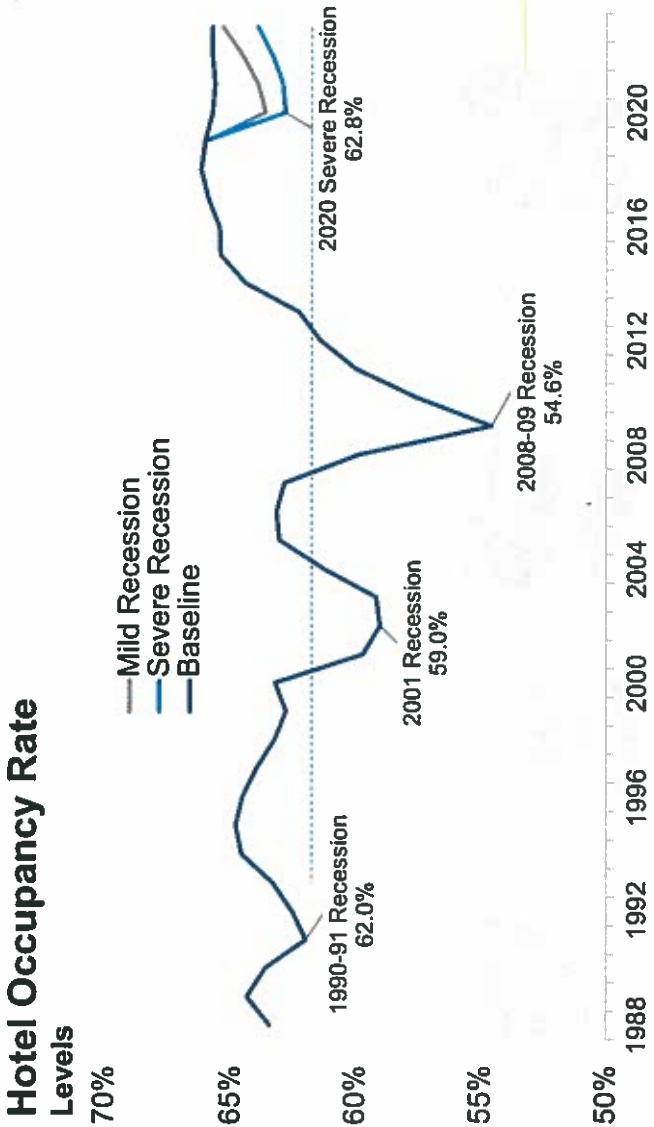
Room nights per capita, US



Occupancy

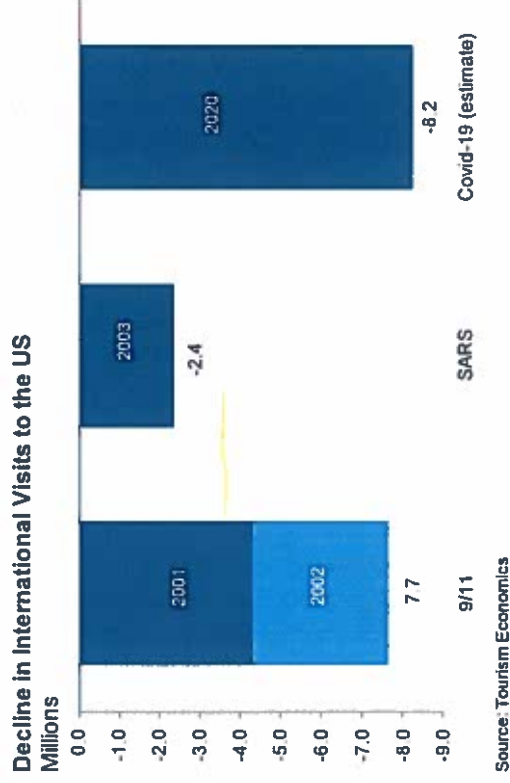
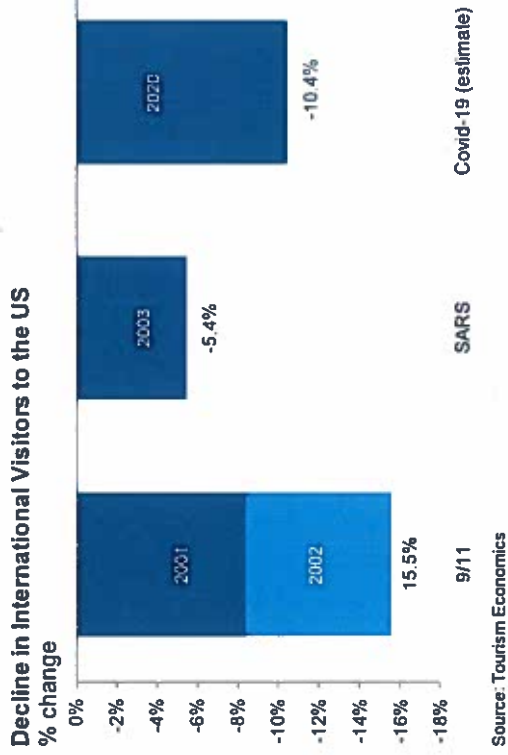


Even in recession occupancy rates are higher than in the past three



Source: STR, Tourism Economics

International inbound losses expected

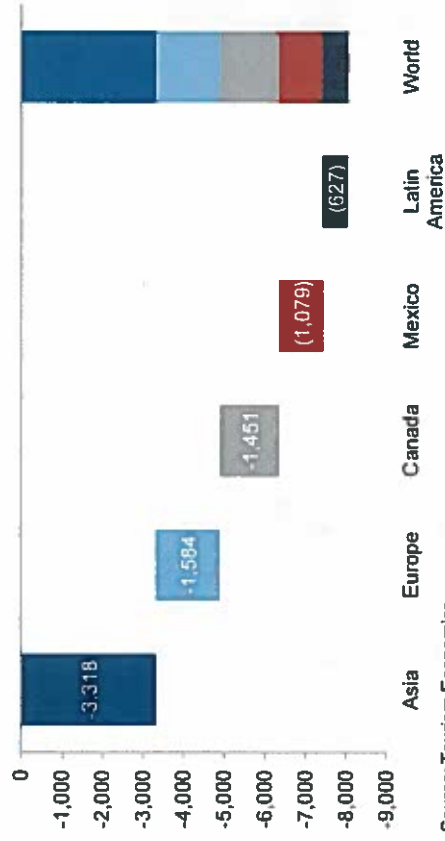


- We are forecasting a 10% decline from international visits this year, about double the decline from SARS.

- This implies 8.2 million lost visitors, exceeding the multi-year impact of 9/11.

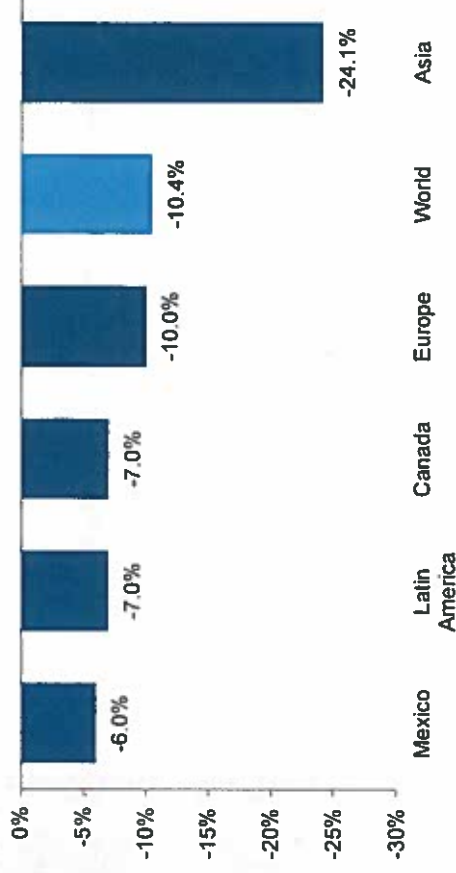
Decline of 8 million visitors in 2020 = 1.3% of room demand

Decline in International Visitors to the US in 2020
Thousands



Source: Tourism Economics

Decline in International Visitors to the US in 2020
% change



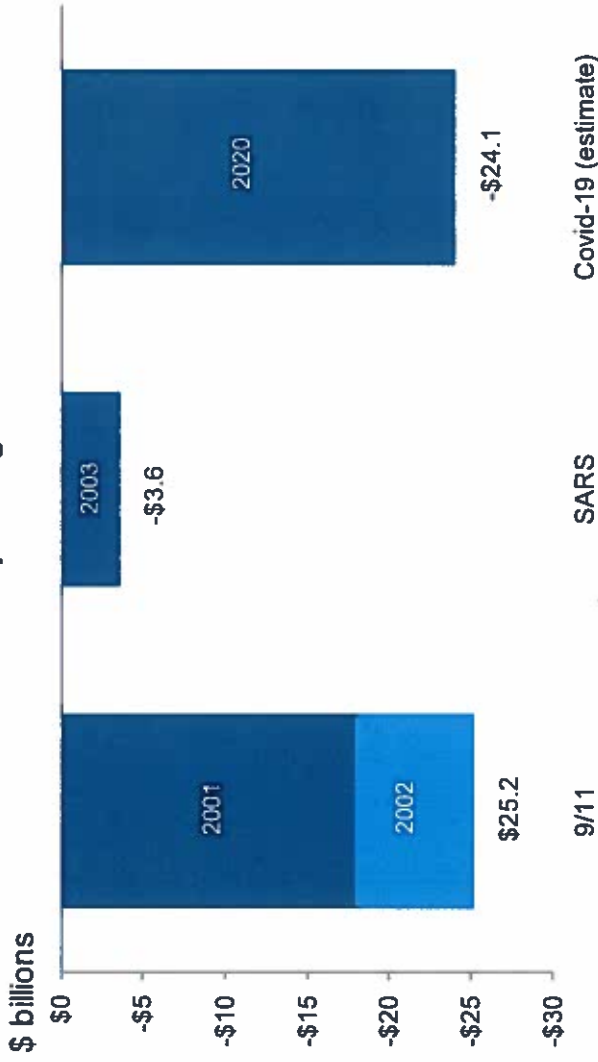
Source: Tourism Economics



- **Approximately 16 million room nights, most from Asian markets, followed by Europe.**

\$24 billion lost

Decline in International Visitor Spending in the US



Source: Tourism Economics

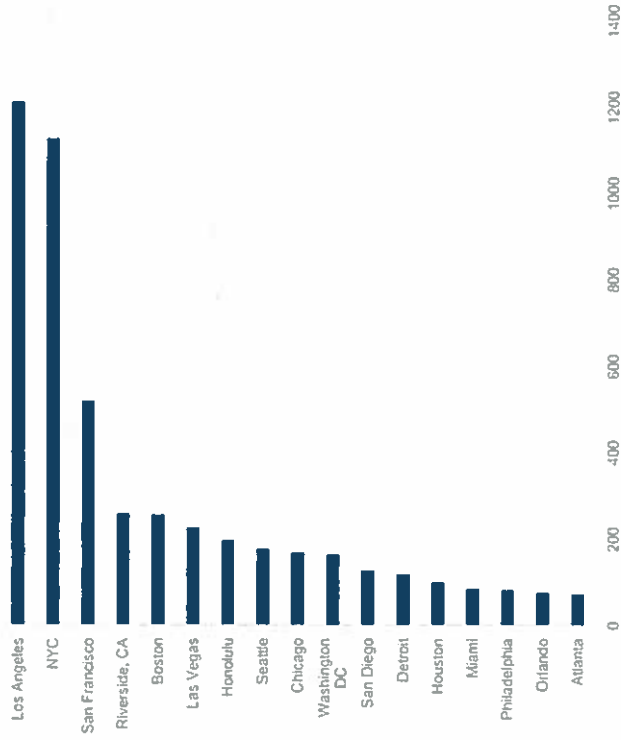
In economic terms, the impact of Covid-19 is expected to be nearly seven times greater than SARS.

The US economy is forecast to lose \$24 billion in travel exports in 2020. This approaches the impact of 9/11 across both 2001 and 2002 (\$25 billion).

City exposure to China

- Los Angeles and New York City are the largest US city destinations with 1.2 million and 1.1 million overnight visits from China in 2019, respectively.

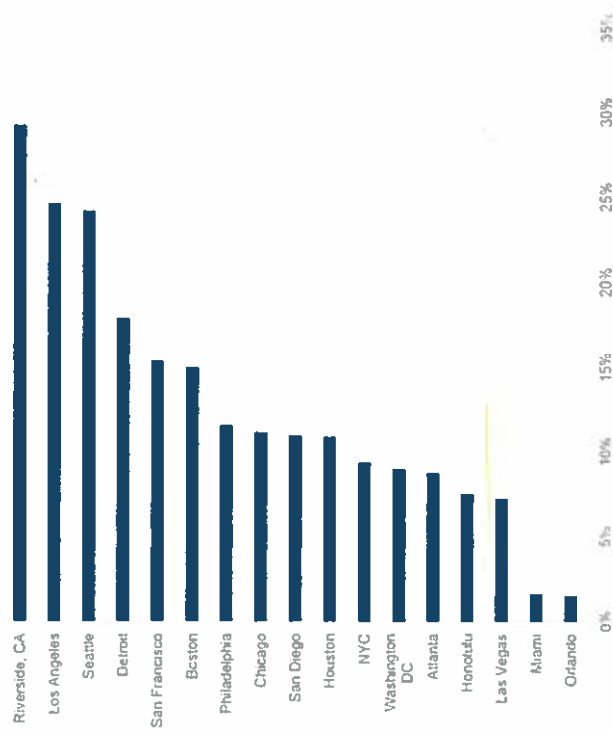
Overnight Visits from China in 2019
000s



Source: Tourism Economics

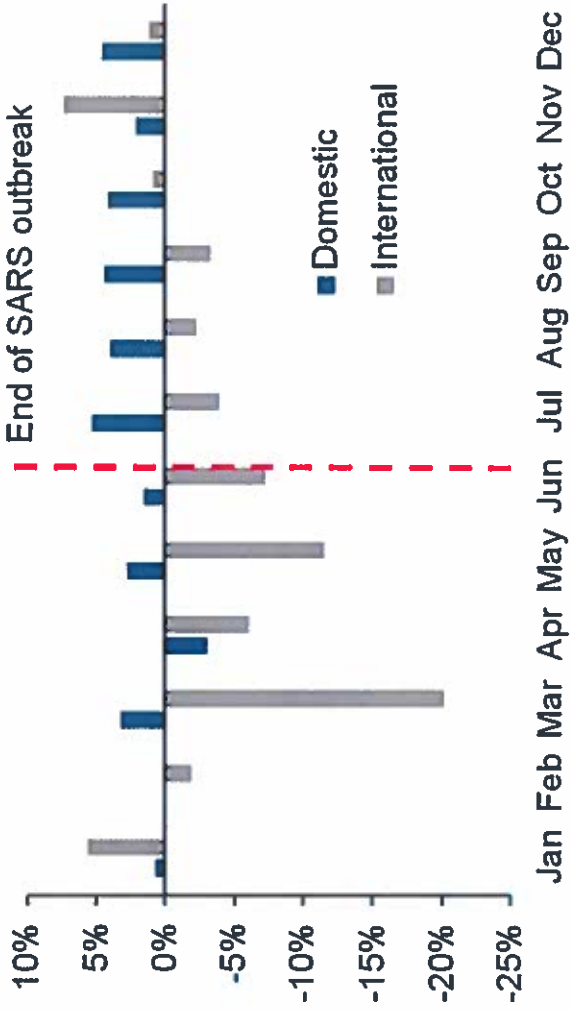
- As a share of total overseas visitors to each city in 2019, Riverside CA, Los Angeles, and Seattle are most exposed to the Chinese market.

Share of Overseas Visits from China in 2019
%



Interesting dynamic in 2003

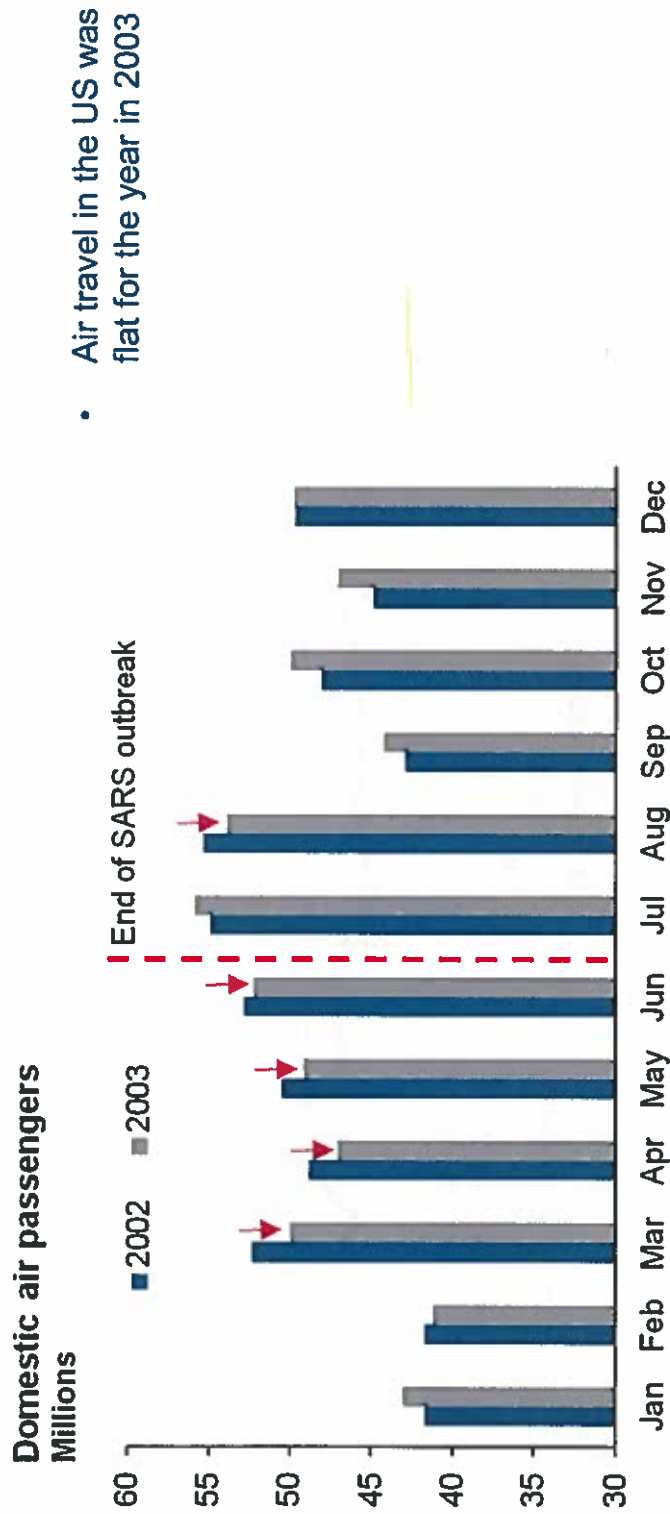
Room demand
% change y/y, 2003



- Domestic room demand stayed positive while inbound travel demand fell

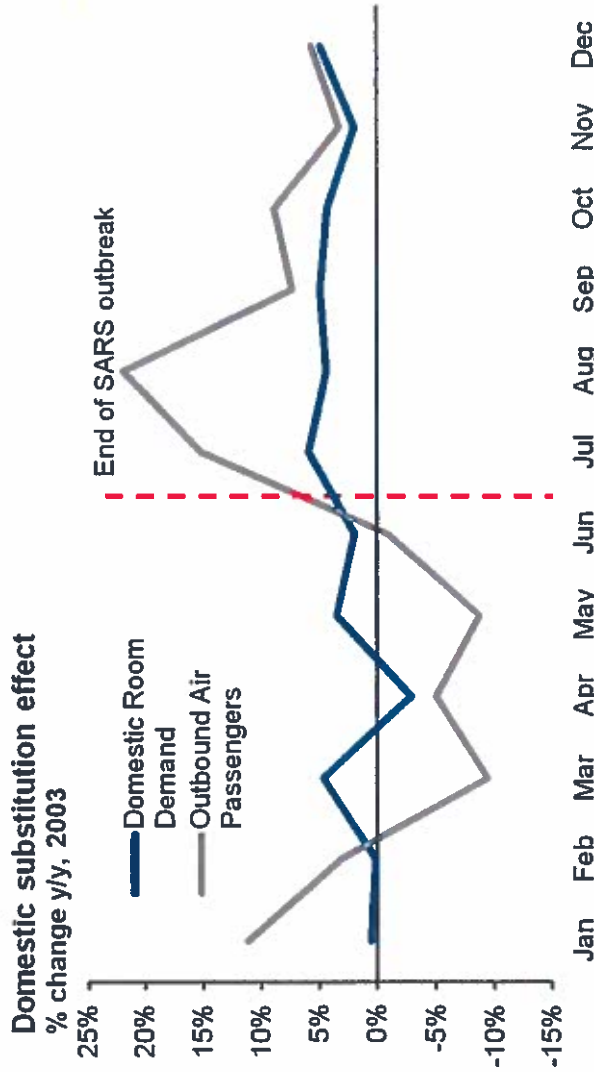
Source: STR, NTTO, Tourism Economics

Domestic air travel fell for about half the year



Source: BTS

Opportunity: Converting outbound travel to domestic



Source: STR, NTOO, Tourism Economics

- Outbound trips declined 5% in 2003. Meanwhile, domestic travel grew.
- This same percentage decline in outbound travel in 2020 would be the equivalent of 5 million trips.
- We now expect US outbound travel to contract by 15% or by about 15 million trips.
- This could compensate for a large share of international losses if a share of these trips is converted into domestic travel.

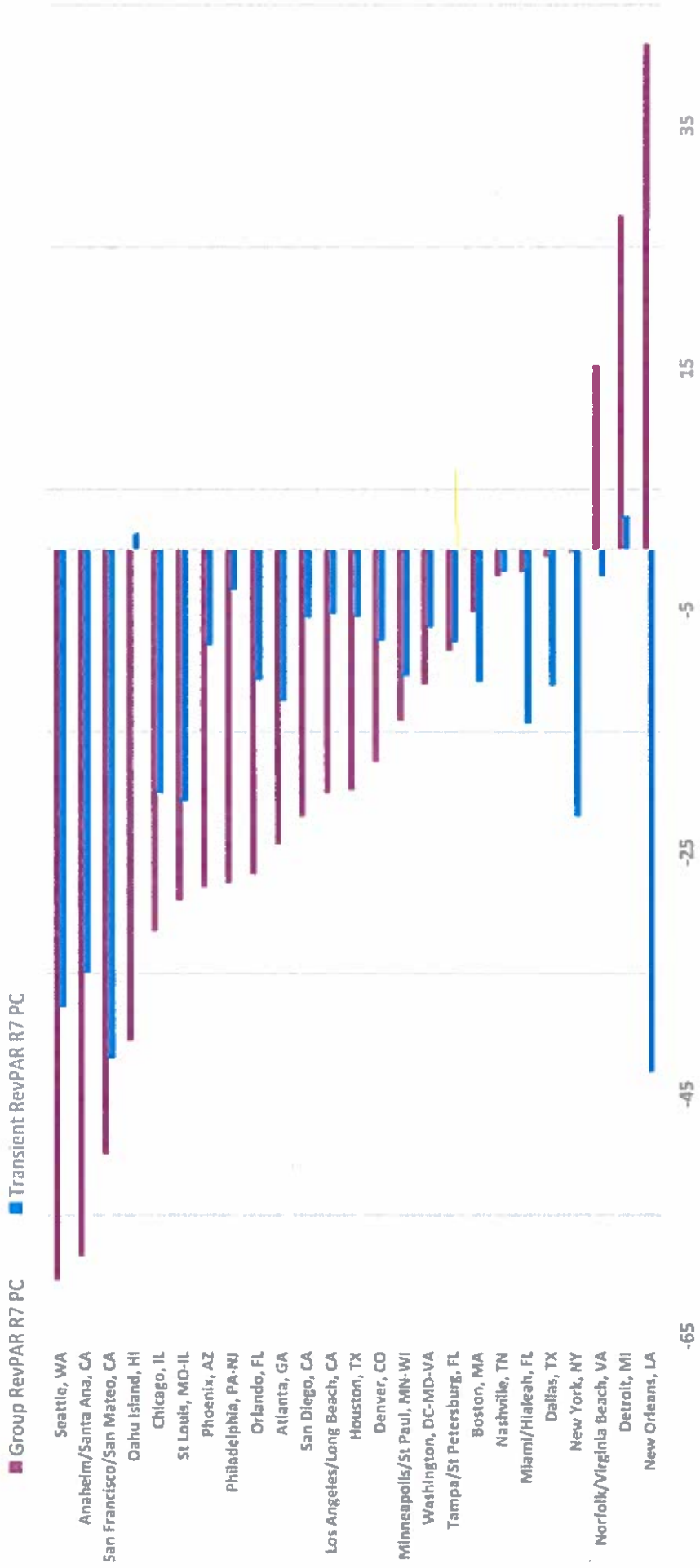
In the short term, all segments in freefall

STR data for the week ending Sat. March 7

- 11.6% drop in RevPAR for the week (-7.3% occ, -4.6% ADR)
- Largest hit to upscale and above, slightly less impact to economy.
- Hardest hit to urban, airport and resort, in that order.
- Major hits to San Francisco (-46%), Anaheim (-42%), Seattle (-35%), New York (-20%). Orlando (-17%). Seattle fell to 52% occupancy. SF fell to 63% occupancy. New York held to 72%, LA to 75%, and Vancouver to 74% (not so bad!)
- Less of a hit to Fri-Sat occupancy (leisure), with greater hit to Sun-Wed (business)
- Larger hit to group (-17% occ) than transient (-8% occ) among the upper upscale and above segment data.
- Large decline in group at big box hotels (1000 rooms+) (overall -15% occ, with a loss of 23% to group occ) (Seattle lost 62% of its group relative to last year)

Top25: RevPAR Falls Off A Cliff

Segmentation RevPAR % Change, Week end March 7





TOURISM ECONOMICS

AN OXFORD ECONOMICS COMPANY

Global headquarters

Oxford Economics Ltd

Abbey House

121 St Aldates

Oxford, OX1 1HB

UK

Tel: +44 (0)1865 268900

London

Broadwall House

21 Broadwall

London, SE1 9PL

UK

Tel: +44 (0)203 910 8000

New York

5 Hanover Square, 8th Floor

New York, NY 10004

USA

Tel: +1 (646) 786 1879

Singapore

6 Battery Road

#38-05

Singapore 049909

Tel: +65 6850 0110

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Website:

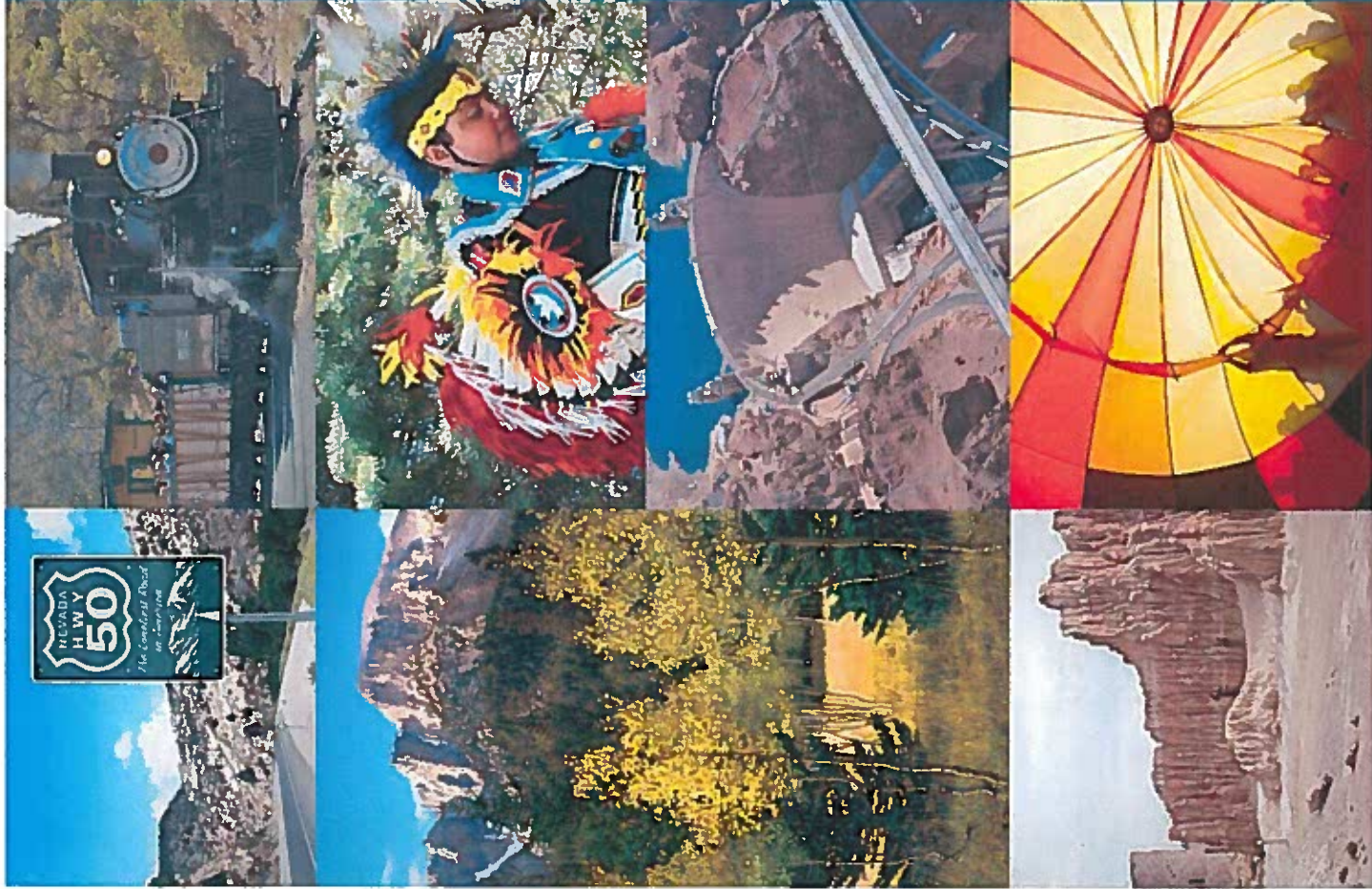
www.oxfordeconomics.com

DEPARTMENT OF TOURISM AND CULTURAL AFFAIRS

COVID-19 Domestic & Partner Update



TRAVELNEVADA.COM



Background

- In order to share red-flag travel related issues, in early February, Travel Nevada had a page created on .biz for information and guidance for our partners.
- The page is in a blog format, with the newest information at the top and each post is tagged for ease of use.
- Travel Nevada hasn't inserted ourselves as an authority on this current public health outbreak, but we have used the page to point to official authorities – CDC, WHO, U.S. Travel, etc.
- The page is full of information about COVID-19, but after the outbreak is no longer a public health threat, the page will continue to be updated with any red-flag travel issues.

Timeline

- January: many calls with our Chinese marketing & PR agency, East West Marketing
- Early February: new page on .biz created to serve as a resource for new about Coronavirus
- Feb. 4:
 - Travel Nevada team joins first U.S. Travel Association call dedicated to Coronavirus
 - First post that shared information from U.S. Travel call with members
- Feb. 7: Shared interim guidance for business and employers to plan and respond to coronavirus (source: CDC)
- Feb 8: Announcement of China sales/media mission cancellation
- Feb. 11: Travel Advisory for Chinese arriving in the US (source: CDC)
- Feb. 11: Message from Nevada Department of Health and Human Services
- Feb. 12: Travel Nevada team joins U.S. Travel Association conference call
- Feb. 19: Announcement of postponement of ITB China
- Feb. 27: Travel Nevada met with U.S. Travel and LVCVA on several issues including updates on COVID-19
- Feb. 28: Announcement of cancellation of ITB Berlin
- Feb. 28: Message from IPW 2020 President
- Feb. 28: U.S. Travel Association Coronavirus Update



Timeline



U.S. TRAVEL ASSOCIATION CORONAVIRUS UPDATE | 2.28.20

February 28, 2020 | Category: [Eye On The Industry](#) | Tags: [coronavirus](#)

From U.S. Travel Association

On Wednesday, President Trump held a press conference on the federal government's response to the COVID-19 outbreak. The president said that the executive branch considered, but discarded, any additional travel restrictions outside of China at this time. The press conference came on the heels of Tuesday comments by a Centers for Disease Control and Prevention (CDC) official that appeared intended to adjust expectations for a COVID-19 outbreak in the United States.

ITB Berlin, a travel trade show that was scheduled to take place next week, **announced** today it would cancel due to coronavirus fears in Germany. U.S. Travel President and CEO Roger Dow immediately **issued a statement** reacting to the news, and published an article on LinkedIn encouraging travel to and within the United States to continue, pending any deviation in U.S. public health officials' current guidance.

"Clearly, coronavirus is cause for care and vigilance, and the public should seek and heed the most up-to-date guidance from public health experts and officials," said Dow in his **LinkedIn article**. "But at no time has that guidance said to cease travel to and within the U.S. for business and leisure purposes."

U.S. Travel has been highly engaged with the President's Coronavirus Task Force, and remains in regular contact with the CDC, the U.S. Departments of Health and Human Services, State and Homeland Security.



Timeline

- March 2: Travel Nevada team joins two separate U.S. Travel Association coronavirus calls
- March 3: COVID-19 Situation Update (source: CDC)
- March 4:
 - U.S. Travel Association article shared “Top business advocacy group leaders on Coronavirus: Don’t overreact”
 - Cowboy Country Territory Meeting: Shari shared information about this new page with our Cowboy Territory partners
 - Travel Nevada joins U.S. Travel Association coronavirus call
- March 5:
 - Shared statement from McCarran International Airport
 - Shared information from Reno-Tahoe International Airport
 - Shared message from Leaders of the Meetings and Events Industry
 - Shared Senator Cortez Mastro Statement on first presumptive COVID-19 case in Nevada
 - Shared Gov. Sisolak Statement on first presumptive COVID-19 case in Nevada
 - Brenda attended emergency cabinet meeting



GOV. SISOLAK RELEASES STATEMENT REGARDING PRESUMPTIVE POSITIVE CASE OF COVID-19 IN NEVADA

March 5, 2020 | Category: [Eye On The Industry](#) | Tags: [coronavirus](#)

FOR IMMEDIATE RELEASE

March 5, 2020

CONTACT: Ryan McInerney
Communications Director
rmcinerney@gov.nv.gov

Gov. Sisolak Releases Statement Regarding Presumptive Positive Case of COVID-19 in Nevada

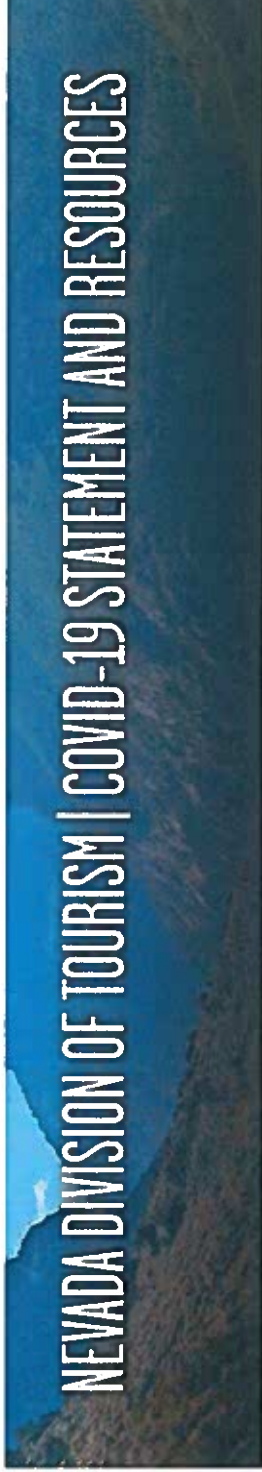
Carson City, NV – Earlier today, the Southern Nevada Health District (SNHD) announced Nevada's first presumptive positive case of novel coronavirus, or COVID-19. As stated by SNHD, test results are considered "presumptive positive" until confirmed by the federal Centers for Disease Control.

"First and foremost, my thoughts are with the patient and his family at this time," said **Governor Sisolak**. "The State of Nevada and our local health authorities are taking this situation very seriously and have been preparing for weeks in anticipation of a presumptive case. I've spoken with members of our federal delegation and we will continue coordinating to ensure Nevada's local health authorities and partners have all the support they need. I urge all Nevadans and visitors to remain calm and follow all available guidelines on how to prevent the spread. We must all do our part to prepare and prevent – not panic."

The Governor's Office and the State of Nevada Department of Health and Human Services, Division of Public and Behavioral

Timeline

- March 6: Dedicated post for partners with information and resources.
- Travel Nevada joins Visit California coronavirus conference call
- March 7: Shared video from Roger Dow, CEO of U.S. Travel Association



March 6, 2020 | Category: [Eye On The Industry](#) | Tags: [coronavirus](#)

Along with the Nevada Governor's Office and the Nevada Department of Health and Human Services, the Nevada Division of Tourism is closely monitoring the spread of COVID-19. We are taking precautions according to information and recommendations released by the Centers for Disease Control and World Health Organization. At this time, federal public health officials have issued no warnings or restrictions on travel in the U.S., including Nevada.

As our team handles inquiries related to COVID-19, you may receive similar questions. It is important that we are all aware of the most up-to-date information affecting our industry. Our goal is to empower travelers to make informed, fact-based decisions, while at the same time mitigating the negative effects of COVID-19. We will continue to provide updates as new information becomes available; please don't hesitate to reach out to our team with any questions.

Use the following resources for the most up-to-date information:

[Washoe County Health District](#)

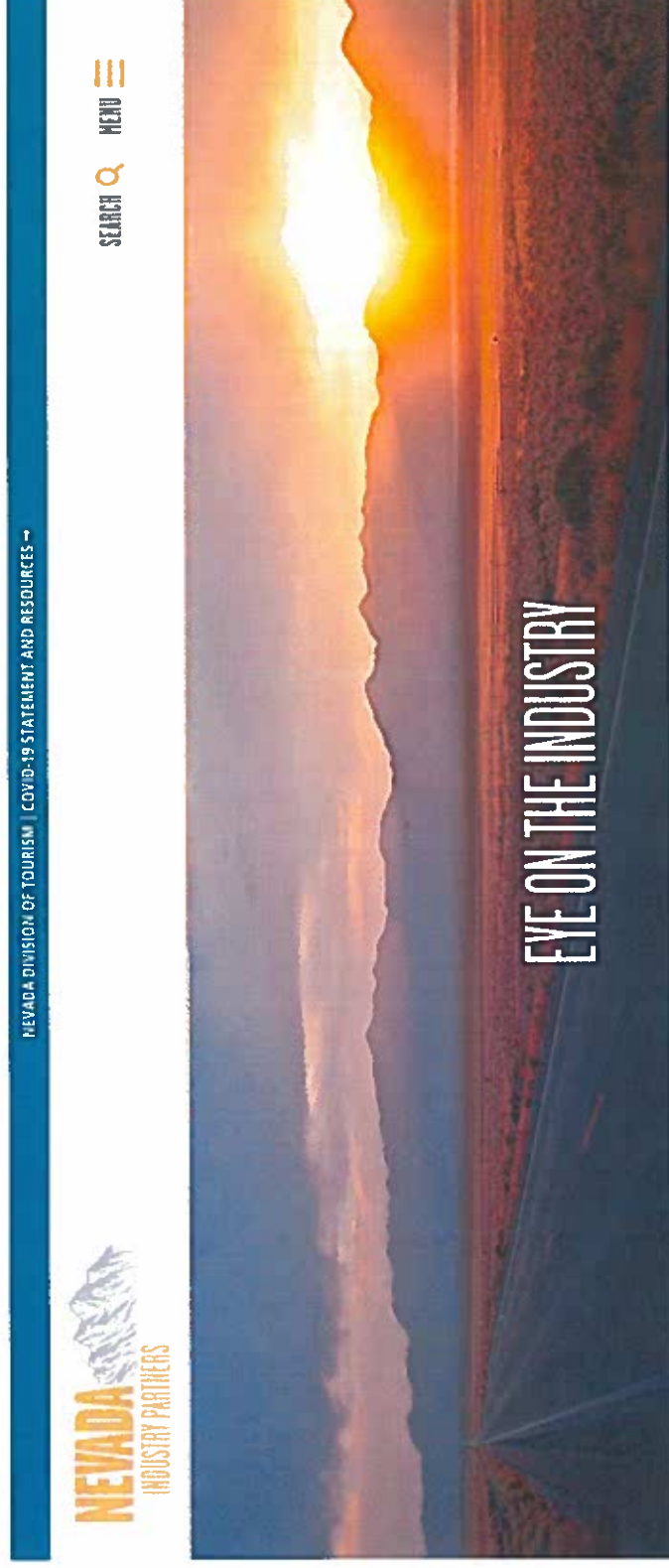
[Southern Nevada Health District](#)

[Centers for Disease Control and Prevention](#)

[U.S. Travel Association](#)



- March 9:
 - Shared updated situation summary (source: CDC)
 - Had Nevada Division of Tourism COVID-19 Statement and Resources permanently placed as a banner at the top of the site:



[U.S. Travel Association | Coronavirus Update | 3/11/20](#)

[Roger Dow | Coronavirus Update from U.S. Travel on Vimeo.](#) [READ MORE](#)

Timeline

U.S. TRAVEL
ASSOCIATION

LOGIN | JOIN US

Search 

ISSUES RESEARCH EVENTS PROGRAMS NEWS & COMMENTARY MEMBERSHIP ABOUT US

News & Commentary / Press Release

Travel Leaders Echo Experts: Make Fact-Based Decisions About Traveling

PRESS RELEASE | March 10, 2020

WASHINGTON – A coalition of 150 travel-related organizations issued the following statement on the latest developments around coronavirus (signatories below):

“For the travel and hospitality industry, the safety of the traveling public, our guests and our employees is of the utmost importance. We are in daily contact with public health authorities and are acting on the most up-to-date information on the evolving coronavirus situation.

“Health and government officials have continually assured the public that healthy Americans can ‘confidently travel in this country.’ While it’s critically important to remain vigilant and take useful precautions in times like these, it’s equally important to make calm, rational, and fact-based decisions.

“Though the headlines may be worrisome, experts continue to say the overall coronavirus risk in the U.S. remains low. At-risk groups are older individuals and

- March 10:
Shared joint statement (which Travel Nevada signed) of 150 travel-related organizations urging people to make fact-based decisions about traveling

CONTACT US

Chris Kennedy

Senior Director, Strategic Communications

 202.218.3503

 Email

Tim Alford

Manager, Media Relations

 202.218.3525

 timmer_9

 Email



TRAVELNEVADA.COM

Timeline

- March 10: Sent industry partner email pointing to the TravelNevada.biz site with resources



Dear partners,

Along with the Nevada Governor's Office and the Nevada Department of Health and Human Resources, the Travel Nevada team is closely monitoring news about COVID-19. We are taking precautions according to information and recommendations released by the Centers for Disease Control and the World Health Organization.

As our team handles inquiries related to COVID-19, you may receive similar questions. It is important that we are all aware of the most up-to-date information affecting our industry. To assist you as you receive inquiries from media, partners and travelers, we have compiled a collection of resources that we are using [here](#).

Our goal is to empower travelers to make informed, fact-based decisions, while at the same time mitigating the negative effects of COVID-19. We will continue to provide updates as new information becomes available; please don't hesitate to reach out to our team with any questions.

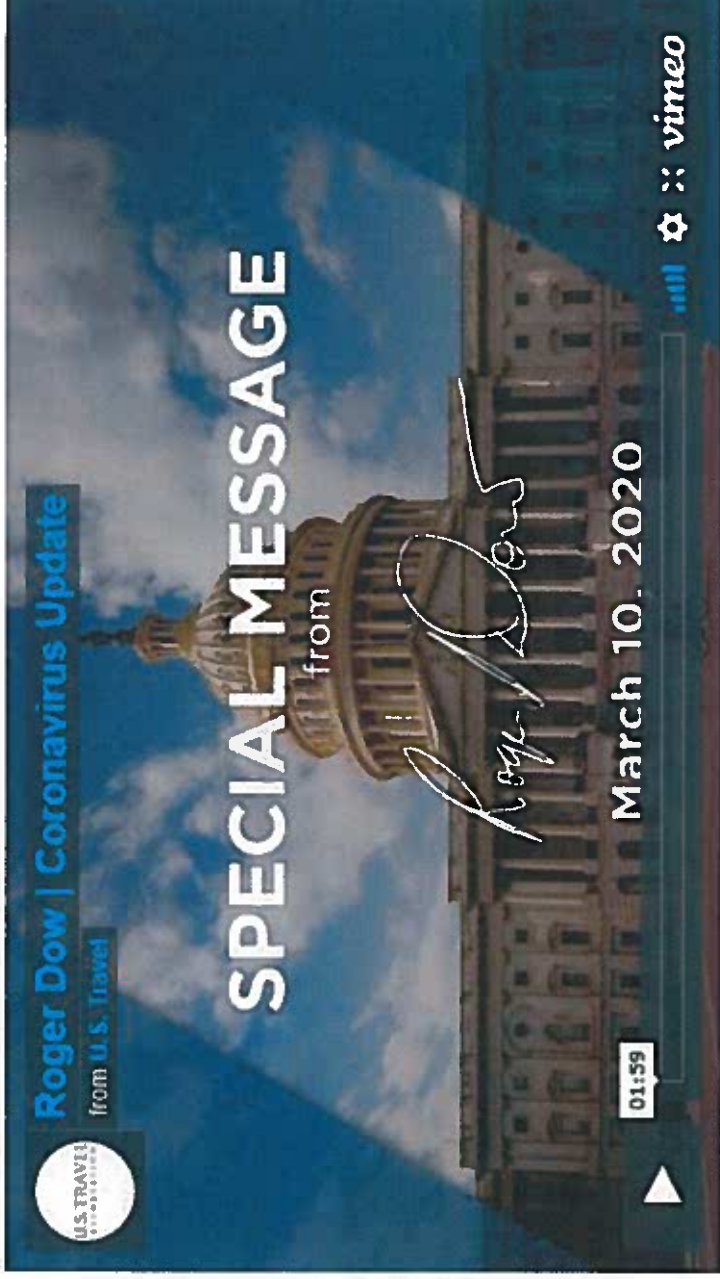
Thank you,
Travel Nevada PR

For the latest updates and resources about COVID-19 as it relates to our industry, please click [here](#) or visit [here](#).

Timeline

- March 10: Shared video from Roger Dow, CEO of U.S. Travel

March 10, 2020 | Category: Eye On The Industry



Roger Dow | Coronavirus Update from **U.S. Travel** on **Vimeo**.



Timeline

- March 11:
 - Reno-Tahoe Territory Meeting
 - Morning: Travel Nevada team joins U.S. Travel Association coronavirus call
 - Evening: President Trump announces 30-day ban on travel from several European nations starting at 11:59 p.m., Friday, 3/13.
- March 12:
 - Roger Dow, CEO releases reaction to increased travel restrictions:
 - “In taking aggressive steps to protect the public against coronavirus, the U.S. government should now consider equally aggressive steps to protect America’s workforce and employers. The public’s health is the top concern, but now the policy conversation must address the health of the economy. Temporarily shutting off travel from Europe is going to exacerbate the already-heavy impact of coronavirus on the travel industry and the 15.7 million Americans whose jobs depend on travel. We have and will continue to engage Congress and the administration on policy steps that are necessary to ensure that travel employers – 83% of which are small businesses – can keep the lights on for their employees.”
- March 13:
 - Pony Express Territory Meeting
 - U.S. Travel, Brand USA, LVCVA, Travel Nevada call to discuss IPW
 - State PR group meets to share best practices and information

Talking Points

As of 3/12, we're on our fourth iteration of talking points. Talking points as of March 12 attached in your commission packet.



Domestic Marketing Update

Travel Nevada stands ready to update it's consumer-facing website with the following message.



The health and safety of all visitors to Nevada is our priority. Travel Nevada is committed to providing the most up-to-date information available for those traveling to our state.

Use the following resources for the most up-to-date information:

State of Nevada Health and Human Services/Behavioral Health

U.S. Travel Association

Visit Las Vegas

Washoe County Health District

Southern Nevada Health District

Centers for Disease Control and Prevention

HEALTHY TRAVEL PRACTICES

- Wash hands often
- Cough into your elbow and sneeze into a tissue
- Consult with a doctor before traveling when sick
- Stay up-to-date on vaccinations
- Avoid contact with people who are already sick
- Avoid contact with animals while traveling
- Clean frequently touched objects and surfaces
- Be aware of latest travel advisories from the Centers of Disease Control and Prevention. Travelers are encouraged to always exercise healthy travel habits when traveling. During seasons with a higher risk of illness, like U.S. flu season, travelers should adhere even more strongly to healthy travel practices
- Check CDC Travel for best guidance: [cdc.gov/travel](https://www.cdc.gov/travel)

COVID-19

- Go to work or crowded areas when sick
- Touch your eyes, nose and mouth
- Use face masks (the CDC does not recommend face masks for general U.S. public to prevent spread of COVID-19)
- Plan: Get the facts and follow guidance from government sources and health professionals

Looking Ahead

- TravelNevada.biz will continue to be updated with the most current information.
- Talking points will continue to be updated with the most current information.
- Partner resource page to continue to be updated with the most current information.
- Travel Nevada to remain in communication with U.S. Travel Association and state DMOs and partners
- Upcoming Meetings where COVID-19 resource page to be shared:
 - March 18: Indian Territory Meeting
 - March 20: Silver Trails Territory Meeting
- Ongoing discussions taking place regarding our recovery plan.

Thank you!



PROJECTS RELATING TO TOURISM GRANT FISCAL YEAR 2020

Projects Relating to Tourism Grant Committee Recommendations

March 18, 2020

TOTAL NUMBER OF REQUESTS: 31

TOTAL NUMBER OF AWARDS: 24

TOTAL AMOUNT REQUESTED: \$481,384.79

TOTAL AMOUNT AWARDED: \$200,000.00

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-001	Carlin Historical Society	Carlin Historical Society and Museum	\$2,637.00	\$2,637.00	\$5,275.00	The Nevada Division of Tourism funds will be used in this project to have directional/way-finding signs made by Silver State Barricade and Sign, of Sparks, NV, in the amount of \$125.00 and to pay for a the majority of a custom made sign, costing \$5,000.00, by Taylor Made Iron Services of Elko, Nevada for the grounds of the Museum Building. The matching amount from Wells Rural Electric's Next Dollar Foundation will pay for the remaining cost of the custom made sign and vinyl graphics for the front door by Ink Art Advertising, of Carlin, NV.	The addition of wayfinding signage will increase visitation to the Carlin Historical Society and Museum by increasing awareness of the museum from I-80 and directing visitors to the museum from various points.
PRT-20-002	City of Wells	Society for the Preservation of Western Heritage museum /information center remodel	\$32,040.00	\$25,000.00	\$64,080.00	A proposal to hire a licensed electrician has been received as well as a proposal for the HVAC. NCOT funding will be used to pay for the electrical contractor, purchase a furnace and hire a contractor to install the ducting and hook up the furnace.	The Society for the Preservation of Western Heritage has partnered with the City of Wells to remodel an historic building damaged in the 2008 earthquake. Once completed, this building will be used to provide tourist information, house a museum, and encourage more re-development of the damaged downtown area.
PRT-20-003	Elko Velo	Lamoille Summit Trail System	\$47,325.00	\$15,000.00	\$297,325.00	Nevada Division of Tourism funds will be utilized in this project to hire a trail-building specialist to plan, survey, and layout 50 miles of trail. In addition, the specialist will carry out meetings with local interest groups to make sure all concerned parties have a chance to put their input into the design. The specialist will also provide a trail design workshop for individuals working on the project to ensure that future work on the project can be done by locals with the appropriate knowledge.	The addition of more trails in Elko County will encourage even more outdoor recreation for both residents and visitors. Grant funds will go towards trails that will be used by visitors. The BLM is already a partner in this project.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-004	Ntl. Historic Calif. Emigrant Trails Inter. Ctr. Foundation	Elko Hot Hole Springs Phase II	\$1,900.00	\$1,900.00	\$3,800.00	For the fabrication and installation of a National Park Service sanctioned California Trail interpretive exhibit and trail marker at Hot Hole Springs overlooking the Humboldt River and West Elko. National Park Service - artwork design and interpretation composition for the exhibit, no cost. Pannier Graphics - exhibit fabrication and shipping cost, \$1,299. General Fence - installation of exhibit and (previously fabricated in phase I) trail marker, \$2,500. (Specialize rock drilling required as part of installation.)	This is the second phase of a project funded with prior Projects Relating to Tourism grant funds. The first phase was satisfactorily completed, removing old fence, installing new fence, and trail marker fabrication. The second phase will allow for exhibit design and installation. The Trail Center Foundation and City of Elko is also partnering with the National Park Service on this project and it will be listed on future NPS and National Trail System collateral and websites.
PRT-20-005	Safe Haven Wildlife Sanctuary	Safe Haven Welcome Center/Gift Shop	\$24,535.14	\$0.00	\$49,070.29	Funds will be spent as described below: A newly constructed 20 X 30 ft. building with nine foot walls, 6x6 R30 construction with a peaked roof and metal covering to conform with our other facility buildings. The building cement floor will connect to a 5 x 36 ft. cement walkway to our existing pavilion providing wheelchair accessibility. Safe Haven staff will prepare the building pad, add heat and air conditioning to help reduce costs. Safe Haven has a proven history of accomplishing large scale infrastructure improvements. We have installed solar panels, constructed animal habitats, created fire breaks, constructed handicapped accessible restroom facilities, erected an educational pavilion, provided spacious intern housing and recently completed the installation of a land line telephone. Installation of the modular building and equipping the building with climate control and electricity will be professionally done.	This project is ineligible for Projects Relating to Tourism funding. The grant guidelines specify that funds are to "develop publicly owned property, facilities, and infrastructure". The property is privately owned.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-006	Moapa Valley Revitalization Project	MVRP MAIN STREET PROJECT 2020 "A Look into the Future"	\$27,825.00	\$7,500.00	\$55,650.00	<p>1) Purchase of materials for painting exteriors of downtown buildings (with approval of property owner).</p> <p>2) Funds for cost of contracting local artists to paint murals on downtown structures where approved by building owners.</p> <p>3) Purchase of sculptures and/or materials for sculptures, signage of historic buildings.</p> <p>4) Purchase and installation of a electronic gateway/community event sign to promote events and attractions in the community.</p>	Grant funds will be used to purchase gateway signage promoting events and attractions in Moapa Valley.
PRT-20-007	Beatty Museum & Historical Society	Interpretive Sign Mounting Base	\$973.00	\$973.00	\$973.00	The funds will go directly to the purchase and fabrication of a NPS Style Double Pedestal Frame with sleeve mount hardware and brackets for the installation of the base.	Grant funds will be used to fabricate and install a base for interpretive signage at the Beatty Ranch historic site. The Museum plans to tie this signage into the proposed trails system along the Amargosa River and Oasis Valley.
PRT-20-008	Boys & Girls Clubs of Mason Valley	Night in the Country - Stage Project	\$30,000.00	\$0.00	\$55,137.99	All funds received from NCOT will be utilized to pay for the cost of the cement to make the stage permanent and the stage structure itself.	Not all projects can be funded. This project was considered a lesser priority.
PRT-20-009	Lincoln Communities Action Team (LCAT)	Lincoln County Billboard Advertising and Marketing FY2020	\$15,030.00	\$1,630.00	\$17,630.00	<p>LCAT would like to request funding during this grant opportunity cycle to upgrade and revise our existing billboard signage. This requested upgrade would include two banner change-overs at the beginning and the end of the grant cycle. In addition to the double-sided signage, the grant requested funds would provide much needed lighting replacements, cabling, and battery replacements of solar equipment which has neared the end of its useful life.</p> <p>\$16,000 - Signage to include: Artwork, Creation, Installation - \$8,000 X 2 Installs (One at onset of grant funding and one near the end of the grant funding period.) \$ 530 - Replacement of Solar Batteries \$ 300 - Replacement of Damaged Light Fixtures/Bulbs \$ 200 - Cabling required for Light Fixture Replacement \$ 600 - Labor to Repair/Replace Solar Fixtures \$17,630 - Total Amount Needed</p>	Grant funds will be used to repair the current billboard. Per the PRT grant guidelines, the billboard design and vinyls themselves are ineligible as marketing costs are specifically excluded (marketing is an eligible expense through our Rural Marketing Grant Program).

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-010	Town of Pahrump	Welcome Signage	\$15,000.00	\$15,000.00	\$31,000.00	<p>The funds will be used to manufacture and install the eight welcome/thank you signs for existing structures. The project is located at North Highway 160 (route to Beatty, Tonopah and the North), South Highway 160 (route to Las Vegas and southern areas), West Bell Vista Road (route to Shoshone and Death Valley) and West Highway 372 (Route to So California, Tecopa and Death Valley National Park)</p> <p>All faces are 8 feet tall and 12 feet wide and are made from .080 aluminum sign panels and electrostatic coated for protection. The regulation breakaway bases are in place and ready for install once existing signs removed.</p>	Grant funds will be used to replace the current well worn and faded Pahrump gateway signage.
PRT-20-011	Eureka Business Network	Eureka Historic Walking Tour Signage	\$10,500.00	\$10,500.00	\$21,000.00	<p>Funds will be used to pay for 60 signs that will be installed on Eureka's historic buildings and sites. These signs will feature unique numbers for each location so that visitors can read about the history in the new Eureka Walking Tour brochure, or go online for additional information. The signs will also utilize Eureka branding (new logo) and tagline, "Eureka. You've Found It!" Cost includes sign design, production, and project management for all 60 signs.</p> <p>This project is supported by additional marketing efforts, including the Eureka Walking Tour brochure, the tourism website (VisitEurekaNevada.com,) social media, and a planned audio tour. Eureka's historic buildings have always been a major attraction for visitors, and preserve the town's heritage. Most visitors who participate on this walking tour, also end up staying at least one night in Eureka, if not more.</p>	Grant funds will be used to purchase and install new signage for the Eureka Historic Walking Tour, which is currently being re-worked and updated.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-012	Eureka Business Network	Welcome to Eureka Billboards	\$3,375.00	\$3,375.00	\$7,500.00	<p>This grant will fund new "Welcome to Eureka" billboards for the town of Eureka. These billboards are located at both ends of Main Street, and welcome Highway 50 travelers as they enter town. A friendly welcome message will provide them an extra incentive to stop and spend some time in town. The boards will highlight Eureka's new logo and tagline, "You've Found It!", and website, VisitEurekaNevada.com. The website had over 10,518 pageviews in 2019 with visitors from 54 countries and all 50 states. Funding will cover new designs, vinyl printing, and billboard installation. The creative direction for these boards will follow Eureka's new branding program that was supported by a previous grant.</p> <p>Nevada's Highway 50, through Eureka, is a major route for travelers across Nevada. Out-of-state drivers from California, Utah, and beyond, drive past these billboards every day. According to 2016 NDOT traffic count statistics, Nevada's Highway 50 in Eureka County had a daily average traffic count of 820, or 295,200 per year. In addition, Highway 50 has been designated as "America's Loneliest Road," and is promoted by the Nevada Division of Tourism's new Nevada highway's campaign. These billboards will help support this effort.</p> <p>Branding guru Roger Brooks states in his book, "YOUR TOWN: The 25 Imutable Rules," states the following: "Each entryway into your community is the cover of its book. It provides the first hint about the character and quality of the people and businesses within your community. Make no doubt about it, your community WILL be judged by its cover." These billboards are the main "book cover" for the town of Eureka, and the town wants to present a strong first impression.</p>	<p>Grant funds will be used to create a welcome sign for Eureka, welcoming visitors and encouraging them to stop in Eureka. This "billboard" is eligible as it is functioning in-market in a welcome sign capacity.</p>

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-013	Eureka Restoration Enterprise	Main Street Trailhead Project	\$8,797.65	\$5,364.00	\$16,728.65	These funds will be used towards the improvement to the parcel located at 10 N. Main Street in Eureka. We are planning to purchase cobblestone to place on the 1208 sq foot parcel. Funds will help purchase wood benches, signage, and make repairs to an historic piece of our former Eureka County High School. The old high school was tore down in the early 2000s and the school retained one piece of the building for future use and retrospect. We are working with the school district with plans to restore this piece and to utilize it as a bench. We are also working with Eureka County who have agreed to also provide new trashcans and re-locate several items on that parcel.	Grant funds will be used to purchase cobblestone, wood benches and signage. Grant funds may not be used to restore school sign or turn it into a bench.
PRT-20-014	Great Basin Heritage Area Partnership	Spring Valley Interpretive Kiosk	\$51,335.00	\$21,859.00	\$133,413.00	Nevada Division of Tourism funds will be used for labor and materials to build a 24-foot shade structure on a cement slab with an ADA-compliant sidewalk from the parking area to the structure. Nevada Division of Tourism funds will also be utilized for the fabrication and installation of seven (7) 24" x 48" interpretive panels and four (4) 36" x 48" orientation panels with maps which will be mounted under the shade structure. Finally, Nevada Division of Tourism funds will be used to build a low-profile fence around the structure to deter livestock without obstructing the 360-degree views of Spring Valley and the Snake Range. Nevada Division of Tourism funds will also be used for the permitting fees associated with a 30-year right-of-way agreement with the BLM. A detailed budget and quotes for materials, labor, and sign fabrication are included in the application materials. The matching contributions will come from all the partners in the form of researching, writing, and designing the interpretive and orientation panels. Great Basin Heritage Area Partnership will be leading this effort, and Bureau of Land Management will be providing all the required compliance work. Pattern Energy will be providing engineering and landscape architecture services.	Grant funds will be used to fabricate interpretive panels and orientation/map panels in Spring Valley. This project is in cooperation with several federal and state entities, as well as local tribes and local government.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-015	The Greater Austin Chamber of Commerce	Austin Nevada Street Banners	\$900.00	\$900.00	\$1,150.00	We want to hang banners up in Austin to welcome visitors to our community and use them to help promote the events in an in your face way. the banners are up and scattered up and down Main Street, as they drive through, and it lets them know we have annual events and that we are welcoming to visitors. The banners will be double sided with stitching and grommets in a heavy weather proof material.	Grant funds will be used to create new street banners to replace outdated banners, advising visitors of events and attractions in Austin
PRT-20-016	The Greater Austin Chamber of Commerce	Kingston - Garbage Cans	\$1,350.00	\$0.00	\$1,350.00	Obtaining these garbage cans for the park and pond area directly assist tourists in disposing of the their trash in a proper place. Keeping the town cleaner of garbage, will give tourists a better experience in the town, prompting more return visits to the area - both Kingston & Austin.	Not all projects can be funded. This project was considered a lesser priority.
PRT-20-017	The Greater Austin Chamber of Commerce	Kingston - Outdoor Picnic Tables	\$2,300.00	\$2,300.00	\$2,300.00	The grant funds will be utilized to purchase 10 new 6 ft. outdoor plastic picnic tables with black frame. These are heavy duty picnic tables that last many, many years.	Grant funds will be used to purchase new picnic tables at the pavilion in Kingston. Currently there is not enough seating for events held in Kingston, or for tourists to sit at when visiting Kingston.
PRT-20-018	White Pine Chamber of Commerce	Reader Board-Fairgrounds	\$20,000.00	\$0.00	\$40,000.00	In all phases of the project. Purchase, permits, installation for a digital reader board.	Not all projects can be funded. This project was considered a lesser priority.
PRT-20-019	White Pine County Tourism Recreation Board	Downtown Window Marketing Campaign	\$4,000.00	\$4,000.00	\$8,000.00	Funds will be used to help design the custom vinyl window stickers for 15 identified buildings. All buildings have different sized windows so the design work will take a lot of time customizing each one. Money will also be used for the print and installation through YESCO. YESCO quoted an average of \$300/building to print and install the stickers. Once installed the life expectancy of these decals is approx 1 year. Once the initial design templates are created it will be less time consuming to design new stickers in the future to replace worn decals.	Grant funds will be used to improve the appearance of 15 downtown buildings determined to be vacant or blighted by placing vinyls in the windows advising visitors of local events and attractions.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-020	White Pine Main Street Association	Tourism Attraction Way finding Signs	\$8,000.00	\$8,000.00	\$16,000.00	Travel Nevada funds will be used for the manufacturing and installation of 2 large 2-sided wayfinding signs. The funds will also secure all necessary permits with the city, county, or state.	Grant funds will be used to purchase wayfinding signs. Lack of wayfinding signs has been determined by local entities to be an issue. This signage will compliment the current re-design and re-branding of White Pine Main Street in cooperation with Nevada Main Street.
PRT-20-021	Brewery Arts Center	A video wall for Carson City	\$6,445.00	\$6,445.00	\$12,890.00	We will use funding from Nevada Division of Tourism to match funds already received to purchase the video wall. The amount requested is half of the cost of the video wall.	Grant funds will be used to purchase a mobile video wall. This video wall will be used by the Brewery Arts Center for the Levitt AMP Carson City events throughout the summer, as well as various other events throughout the year.
PRT-20-022	Carson City Culture & Tourism Authority	Kit Carson Trail Markers	\$7,306.00	\$7,306.00	\$14,612.00	The Nevada Division of Tourism funds will be used to cover half the cost to purchase 25 sandstone pieces, from the Nevada State Prison quarry, with brass numbers, etching of the building/site name, sealing of the sandstone, buffing/polishing/affixing of KCT medallions, as well as the installation of the pieces in the plantation strips in front of each site. The 25 sites have been identified, in conjunction with the Carson City Historical Society, as the most iconic/important to not only Carson City's history but also to Nevada's history, as a part of a reimagined KCT visitor experience. By using the same material that can be found in many of the historic homes, this project will preserve the culture of Carson City as well as the historic nature of the historic westside district through these interpretive markers.	Grant funds will be used to create and install sandstone plaques to accompany the map (both print and digital) of the Historic West Side District of Carson City. This replaces the deteriorated and expensive to maintain "blue line" previously used.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-023	Carson City Department of Arts & Culture	South Carson Street Gateway Monument	\$15,000.00	\$15,000.00	\$80,000.00	<p>The Municipality of Carson City (Department of Public Works, Department of Arts & Culture) in collaboration with the Carson City Culture and Tourism Authority (Carson City Visitor's Bureau) kindly request \$15,000 of infrastructure funds to design and build a South Carson Street Gateway Monument (total cost \$80,000) located in a new roundabout linking its downtown and commercial corridor. This roundabout is a component of the 'South Carson Complete Streets Project' funded by a Transportation Investment Generating Economic Recovery (TIGER) grant awarded by the US Department of Transportation. Federal regulations do not allow the TIGER grant to fund custom-made monuments designed to serve the purposes of cultural tourism. A Monument Selection Committee comprised of city staff, community representatives, artists, engineers, members of both the boards of the Carson City Cultural Commission and Carson City Culture and Tourism Authority, elected officials, and state tourism representatives will screen the RFOs and invite 3 design teams to Carson City to visit the site, receive public input, and submit final proposals. The winning Gateway Monument and all 'Visit Carson City' branding and marketing collateral will be unveiled during the 2021 Legislative Session at several events (Carson City Legislative Session Welcome Reception (February 2, 2020), Nevada Tourism Day at the Nevada Legislature Building (February 10, 2020), Nevada Arts Tourism's Rural Roundup (April 8-10, 2020)).</p> <p>Beyond the installations unveiling itself (May, April 2020) we seek to build and install a permanent exhibit of the gateway monument (photos, sketches, interview with artist, didactics) within the Carson City Culture and Tourism Authority which will feature a smaller human-sized model for visitors' digital snapshot poses and online posting. Both the Carson City Culture and Tourism Authority and the Municipality of Carson City may ensure that this 'gateway moment' continues well into the future by creating a monument symbol or logo to be used by both parties on websites, brochures, and for special anniversary events. Similar to the successful Camel and Ostrich races in Virginia City, and its connection to its own history - we believe, pending the design of the monument, that we can create a fun, annual signature event around this monument that plays to its shape, color, materials, design, content, location. Furthermore we are optimistic that this monument will develop into an opportunity for local manufacturing and local artists to design and manufacture souvenirs and gifts which can be sold to tourists.</p> <p>Past projects in Reno (2019: The City of Reno Arts & Culture collaborating with the Regional Transportation Commission of Washoe County on a roundabout large-scale sculpture in Midtown District: \$60,000) and in Carson City (2017: purchase of public large-scale sculpture by the Municipality of Carson City and the Carson City Visitors Bureau \$60,000 plus installation) guide our budget, timeline, and process for this project.</p>	Grant funds will be used to create a gateway monument as part of the South Carson Complete Streets Project - it will be the centerpiece of the new roundabout.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-024	Carson Valley Visitors Authority	Wayfinding - Carson Valley	\$10,000.00	\$10,000.00	\$25,000.00	<p>The Carson Valley Visitors Authority is requesting funding to assist primarily with the cost of the engineering, production, fabrication, and installation of the signs proposed in our wayfinding package that fall short of our original 2019-20 budget based on increased costs from actual quotes.</p> <p>The combined total for the actual signage production expenses this year will be \$91,667. Analysis, strategy and design services are covered separately within our current budget. CVVA is requesting \$10,000 (40% of the \$25,000 shortfall) from the Projects Relating to Tourism 2020 infrastructure grant to help pay for these core expenses and more importantly to execute the full signage communication plan.</p>	<p>Grant funds will be used to complete the final phase of the Carson Valley Wayfinding project directing visitors to various local attractions.</p>
PRT-20-025	Incline Village Crystal Bay Visitors Bureau	Incline Village Zagster Bike Share Project	\$10,000.00	\$0.00	\$20,000.00	<p>Travel Nevada funds along with matching funds will be used to contract with Zagster Bike Share to install and maintain two bike share docking locations.</p>	<p>Per PRT grant guidelines, this project is ineligible. The bikes are not purchased - they are rented for one year (rent is not an allowable expense). The rental fee also includes a fee for marketing - an expense that is specifically excluded. The yearly rental fee also includes ongoing operation and maintenance, which is also specifically excluded per the grant guidelines.</p>

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-026	Incline Village Crystal Bay Visitors Bureau	Lake Tahoe In Depth Touchscreen Exhibit	\$7,500.00	\$7,500.00	\$15,000.00	Travel Nevada funds will be used along with IVCBVB matching funds to purchase and install the Lake Tahoe In Depth Touchscreen Exhibit in the Incline Village Visitors Center. The Visitor Center welcomes over 50,000 annual visitors. Specifically the funds will be used to purchase the following equipment: Each Interactive Touchscreen Exhibit includes the following components: NEC V463 46" High- Performance LED-Backlit Commercial-Grade Display G55 4K 46" Touch Overlay w/ 12 Touch Points Mac Mini computer (2.6GHz Processor) Mounting hardware and required cabling	Grant funds will be used to purchase a Lake Tahoe In Depth Touchscreen Exhibit. This project will allow visitors a better understanding of the environmental sensitivity of the region, creating more responsible visitors and increasing interest in the region.
PRT-20-027	Main Street Gardnerville	395 Street Signs to Define & Promote Main Street District	\$20,000.00	\$15,000.00	\$200,000.00	Grant funds will be specifically used to help create two (2) 395 spanning gateway metal signs to promote the Main Street Gardnerville district area. The funds could be used to help build our first sign on the Northside of the District. We may have to create the signs at different times due to the amount of funds needed per sign. Will try to build the signs in stages to limit our initial costs.	Grant funds will be used to create gateway signage for the Main Street area of Gardnerville, defining the area and encouraging more visitors to that corridor.
PRT-20-028	Nevada State Prison Preservation Society	Nevada State Prison - Visitor Walking Tour	\$12,500.00	\$0.00	\$57,000.00	Our plan for this project is to use Nevada Division of Tourism funds in the amount of \$12,500 to purchase and install a four foot wide by twenty eight foot long ADA compliant, aluminum ramp, attached quote is \$13,026. For the balance of the ramp project, we will use funds from our donations and membership fees to pay for the required permits and inspections, site preparation, concrete extensions, and any other necessary work to prepare the ramp for use. We are including a \$34,300 quote for Electrical upgrades, which we will partially fund from matching grants, and the balance of this \$38,000 project will come from our donations and membership fees.	Per the PRT Grant Guidelines this project is ineligible. The project would be improving state-owned property.

PROJECTS RELATING TO TOURISM FY 2020 GRANT RECOMMENDATIONS

Grant ID	Organization	Project Name	Request Amount	Award Amount	Total Budget	Funds Usage (Verbatim from Application)	Review Committee Comments
PRT-20-029	Thunderbird Lodge Preservation Society	Lake Tahoe Discovery Center and Museum	\$50,000.00	\$10,000.00	\$100,000.00	The Discovery Center is in the early phases of development and the need for support to build out the center are at a critical stage. One phase of the project, after some infrastructure work is completed, is to purchase equipment for displays including glass display cabinets, stands and structures to hold historic objects, stands for vehicle collection, video displays to play our films & presentations, and other storage equipment. While the entire project is a multi-million dollar effort, this phase has specific requirements that could be supported by the Nevada Division of Tourism. Specifically, this grant would be used to purchase display cabinets, vehicle display stands, and video displays.	Grant funds will be used to purchase display cabinets, vehicle display stands, and video displays for the Discovery Center.
PRT-20-030	UC Davis Tahoe Environmental Research Center	Tahoe Science Center Directional Signage	\$2,811.00	\$2,811.00	\$5,622.00	These funds will allow us to purchase and install high quality fabricated signage that is built to last and withstand ultra-violet light, weather, and even graffiti. Fossil Industries Custom High Pressure Laminate are "The World's Most Durable Signs and Murals". Fossil's CHPL graphics are Graffiti Proof with a 10 Year warranty.	Grant funds will be used to purchase and install signage directing visitors to the Tahoe Science Center.
PRT-20-031	V and T Railway, Northern Nevada Railway Foundation	Carson Canyon Railbike Rides	\$32,000.00	\$0.00	\$95,000.00	Funds will be used specifically for the purchase of six customized railbikes that will work best on the track system in the Carson River Canyon. Each bike is estimated to cost \$6,000 and will be both tandem and quad configurations. Each bike will have an attached electric motor and specially designed wheels for this project. Each bike will include the Travel Nevada logo.	Not all projects can be funded. This project was considered a lesser priority.

TOTAL \$481,384.79 \$200,000.00 \$1,452,506.93

Agency Reports



January/February 2020 Staff Report

Department: Administration/IT

1. Fiscal staff to attend Budget Kickoff Meeting February 27, 2020
2. Fiscal staff will attend "Intro to State Budgeting" when available
3. Fiscal staff attended the Budget Kickoff Meeting February 27, 2020
4. Fiscal staff will take "Intro to State Budgeting" on-line
5. FY22-23 Biennium will be available March 13 in NEBS
6. Fiscal staff will begin preparing the FY22-23 Biennium as early as March 13
7. Rebuilt the Nevada State Museum Las Vegas Network in its entirety
8. Hired John Bridges in Las Vegas for the IT Tech 5 position
9. In the last Stages of the Domain Restructure from NCOT-AD to DTCA
10. Completed the Wiring, Network and Hardware infrastructure at the Stewart Cultural Center
11. Working with LCM on establishing a new Circuit with the local carrier for public WiFi (paid for by the Museum Gift Account)
12. Standard IT monitoring of servers, patches, upgrades, backups, restores, virus protection: Identification, threat and removal.
13. Completing server setup for DMH facility
14. Started meeting with NHS on their facility move.
15. IT Staff continue to monitor the ticket system and work on break/fix and assigned projects

Department: Marketing

1. **Visitor's Guide**
 - The 2020 Travel Nevada Visitor's Guide was released January 13. It is available for order online and is available at distribution centers regionally and in tourism partner locations throughout the state. Initial interest in our current database this year was up, with a 16% open rate and 25% click-thru rate. More than 7,000 printed guides were requested this month, which is nearly twice as many requests as last year's release. This can be attributed to paid media efforts including the guide, as well as to a more engaged newsletter audience.
2. **Cultural partners**
 - Marketing efforts continued for the Nevada State Museum's Mint 150 event. In addition to national niche campaigns, Travel Nevada ran social promotions as well as local advertising on radio and in print ahead of the February 4th sesquicentennial celebration. Travel Nevada is also sponsoring coins as part of the museum's program on February 8th, where children will have the opportunity to mint their own commemorative coin.
 - Marketing efforts for the Nevada State Museum's Mint 150 events continued through February 8th. In addition to niche and local print publications and radio, social advertising ran in support of both the sesquicentennial event and the Children's Minting Days sponsored by Travel Nevada. The Mint 150 event was also featured on American Road magazine's Facebook and Twitter channels as part of an ongoing paid media effort with the publication.

Facebook Performance

Total Impressions: 100,990

Total Reach: 53,872

Total Post Engagements: 1,986

Total Link Clicks: 1,092

Twitter Performance

Total Impressions: 5,890

Total Tweet Engagements: 285

Total Link Clicks: 124

Sesquicentennial attendance (estimated)

500 for the day, 120 for the evening event

1000 coins minted for the week

Children's Minting Days attendance

Saturday - total attendance was 735 visitors.

347 Adults, 359 Children and 29 Members/Free Adults.

Sunday – total attendance was 432 visitors.

227 Adults, 190 Children and 15 Members/Free Adults.

Copper Medallions Minted: 549 plus an inventory from demonstrations.

- Work began on the Stewart Indian School Cultural Center & Museum collateral. Invitation, brochures, and an ad are being designed ahead of the Grand Opening May 9, 2020. Additionally, a site refresh for Nevada Indian Commission was launched.

3. Brand campaign

- Results for the first quarter of the FY20 campaign show that campaign awareness levels were at 41%, in line with results from FY19. Those who were aware of the campaign were also more likely to plan to visit NV in the next 12 months than those who were not aware of the campaign.
- New assets from the northern shoot are being finalized and will soon be viewable on TravelNevada.com, replacing the current edit.
- In the past quarter, staff has worked on paid content with the Discovery Network, Culture Trip, and Travel Zoo.
- Interest in visiting Nevada within the next 24 months was higher among those aware of Travel Nevada's marketing efforts. While overall awareness of paid efforts dropped slightly in the second quarter of FY20, 54% reported interest in visiting Nevada in the next two years, compared to 47% of those unaware.
- Compared to FY19, campaign traffic in the first half of the fiscal year has seen an 88% increase in new users, 117% increase in sessions, and a 111% increase in page views.
- Paid content efforts continue, with staff working in-market with Culture Trip and Discovery Channel. Travel Mindset has partnered with five influencers to round out content for all 10 road trips, with visits beginning in February and continuing through April. Travelzoo launched their family road trip video and blog the last week of February. Planning is underway for Travelocity's Travelling Gnome to embark on a journey across Highway 50.

4. Website

- Website traffic in CY19 was up 58.9% YoY, with 2,233,180 sessions overall. Highlights include:
 - Q2 FY20 reached nearly 600,000 sessions, up 91.4% from Q2 FY19.
 - There were more than 56,000 KPI conversions in Q2 FY20, up 137.6% from Q2 FY19.
 - While we set baselines for new KPIs, we exceeded one million rural partner page views in Q2 of FY20.
 - Overall success can be attributed to organic search improvements, increased email sends, and more focused social efforts.

- Further, January 2019 looks to continue the upward trend, with 273,513 sessions, an increase of 97% from the same period last year, with 22,589 conversions at an increase of 82% YOY. These gains are due mostly in part to improvements related to organic search and the successful release of the 2020 Visitor's Guide.
- The website is undergoing a replatforming that will positively impact site speed, user experience, and technical opportunities for further development. This continues to be a major effort for Travel Nevada staff and Noble Studios.
- Traffic to the Travel Nevada website continues to be strong. In February, there were 256,822 sessions to the website, an increase of about 57.1% from the same period last year (February 1 – March 1, 2019)
- There were 18,073 conversions of website key performance indicators in February, an increase of about 53.6% from the same period last year (February 1 – March 1, 2019). This was led by increases in referrals to partner sites, requests of the Visitors Guide, and adding to Favorites.
- Travel Nevada gained more than 2,700 subscribers in the month of February, pushing the total subscriber count over 90,000.
- The website continues a replatforming effort, with an ongoing content audit and design update that a major effort for Travel Nevada staff and Noble Studios.

5. Social Media

- The marketing team created a Photographer & Videographer form in an effort to better vet inquiries and to create a database of creatives should we need to solicit work for a project/campaign.
- Sprout Social has been reimplemented in order to streamline social media management and improve analytics. Cost of this platform was also reduced by 90%.
- Travel Nevada's Pinterest channel has been revived and revamped to better reflect Marketing's current digital strategy and content themes. From January 1-28, there were 13,230 impressions and 462 engagements.
- In January, across Travel Nevada's Facebook, Twitter, and Instagram channels, there were:
 - 3,946,148 total impressions
 - 109,776 total engagements
 - 44,677 total link clicks
- From February 1-29, across Travel Nevada's Facebook, Twitter, and Instagram channels:
 - Total Impressions: 2,295,699
 - Total Sessions Driven to TravelNevada.com through Social: 362,431
 - Facebook Organic Impressions: 716,865
 - Facebook Paid Impressions: 1,327,794
 - Total Engagements: 76,043
 - Total Link Clicks: 32,956
- Organic Facebook posts that promoted our rural partners – Middlegate Station outside Fallon and the Pahrump Hot Air Balloon Festival performed well with our audience without a monetary boost.
- Steamboat Hot Springs & Virginia City Giveaway
On February 12, Travel Nevada launched an [Instagram prize giveaway](#) in partnership with Steamboat Hot Springs (@steamboatspringsreno) and Virginia City (@virginiacity). One lucky winner and their guest received three treatments from Steamboat Hot Springs, plus an overnight stay at Virginia City's Cobb Mansion B&B along with a bottle of Cemetery Gin, a Ponderosa Mine tour, and Travel Nevada swag.

The giveaway post performed incredibly well, resulting in 14,902 total impressions and 238 comments (which served as content entries). A three-ad Facebook campaign pushing to the Instagram post delivered 54,598 impressions and 4,584 engagements as well. Steamboat Hot Springs and Virginia City also saw follower boosts on Instagram from the giveaway – @steamboatspringsreno gained 214 followers and @virginiacity gained 374.

Instagram Performance

Total Likes: 533

Total Comments: 238

Total Impressions: 14,902

Total Reach: 13,014

Total Instagram Stories Views: 3,579

46 sticker taps (AKA visits to Instagram profiles) to @steamboatspringsreno (32) and @virginiacity (14)

Instagram Follower Count Before and After Giveaway

@steamboatspringsreno: 633 → 847 (as of 3/2/20)

@virginiacity: 13,140 → 13,514 (as of 3/2/20)

Facebook Ads Performance

Total Impressions: 54,598

Total Reach: 36,176

Total Post Engagements: 4,584

- Caliente Hot Springs Motel & Lincoln County Giveaway
On February 26, Travel Nevada launched a [Facebook prize giveaway](#) with partners in Lincoln County – Caliente Hot Springs Motel, Nevada State Parks, and the restaurant/speakeasy duo Side Track and Side Car. One lucky winner and their guest received an overnight stay from Caliente Hot Springs Motel, plus free park admission to all six Nevada State Parks in Lincoln County and a \$30 gift certificate for dinner and drinks at Side Track/Side Car (along with Travel Nevada swag).

An organic Facebook post, along with three Facebook ads pushing to the giveaway, resulted in 727 entries and 29,846 total Facebook impressions in six days.

Facebook Performance

Total Impressions: 29,846

Total Reach: 24,856

Total Post Engagements: 1,112

Total Link Clicks: 632

Number of Giveaway Entries (through ShortStack): 727

Number of ShortStack Autoresponder Email Opens: 621

6. Research

- Results from the first Resident Sentiment Study show that residents have a favorable sentiment of the impact that tourism has on the state, regardless of location of residence. However, rural Nevada residents have a lower sentiment of the impact that tourism has in their specific area. Residents throughout the state also have a lower sentiment when it comes to feeling like they have a voice in their area's tourism development decisions.
- The annual study of advertising assets was performed in the second quarter of FY20. Results showed that potential travelers had a strong positive impression of the overall campaign, that the campaign was successful in changing potential travelers' perceptions about Nevada while reaffirming a positive perception for those already familiar with the state, and that there was a desire to see more unique imagery of Nevada in future campaigns.
- Tourism statistics through the 3rd quarter of 2019 were posted in January. The rolling 12-month period (October 2018 – September 2019) showed growth across all indicators including an increase of 4.9% in room tax collections, 0.9% in visitor volume, 0.9% in room nights occupied, 2.6% in convention attendance, and 3.4% in airport volume in the state.

- The Division of Tourism participated in Vision 2020: The Nevada Economic Forecast. This half-day summit was hosted by the University of Nevada, Reno College of Business and featured presentations from the key industry sectors regarding the future of the Nevada economy.
- Travel Nevada completed an update of the hotel/motel room inventory for rural Nevada. The update showed that there are over 13,300 hotel/motel rooms available in rural Nevada, an increase of 3.7% from the update completed last year.

7. Looking ahead

- There is a marketing brainstorming session on March 11. The group will discuss strategic level measurement to inform a larger plan that will be presented to the marketing committee at their next meeting in May/June.
- Staff continues to work on pieces for sales, most notably for the upcoming IPW conference in Las Vegas. As the host state, we are sponsoring an engagement zone for attendees and producing large-format, high-impact pieces for greater visibility. Additionally, a website was built to support the sales and PR post-FAMs in June.
- Rural Roundup is just around the corner, with multiple pieces of collateral being designed and printed.

Department: PR

1. The industry site, travelnevada.biz, received an overhaul with greater emphasis placed on ease of use and becoming a tool for industry partners to easily access assets, reports, and information.
2. *National Geographic Traveler* published an article about the National Cowboy Poetry Gathering. The author was a guest of Travel Nevada in 2017 and 2018 and we have maintained contact with him. The story is available here: <https://www.nationalgeographic.com/travel/destinations/north-america/united-states/nevada/cowboy-poetry-gathering-elko/>
3. The *Food Network Magazine* included the Mob Museum in its roundup of "America's best speakeasies." This was a result of one-on-one conversations during our New York media event in October.
4. Staff recorded a segment on the Australian Better Homes & Gardens podcast, "Tastebud Traveller." The Nevada segment begins around 34:00. <https://play.acast.com/s/tastebud-traveller/6f955611-364d-4d15-b712-ffad4d69b90d>
5. Foodboom, a German foodie community that includes a magazine, website, and social platforms, traveled to Nevada in 2019. In addition to a full feature in the magazine, Nevada garnered social coverage, culinary videos, recipes to share, a landing page with a travel offer and raffle, and photography assets. The magazine has a circulation of 100,000 readers, 1 million social followers, and 8 million unique visitors per month to its website.
 - a. The Nevada page is here: <https://www.foodboom.de/lasvegas-nevada>
 - b. A PDF of the magazine feature can be viewed here: <https://drive.google.com/file/d/15YEvhq9kYLBf01kS21EsxtdUo8ZY3IKH/view?usp=sharing>
6. Safari Online (Japan) has 5 million page views and 300,000 unique users per month. The article was published Jan. 1 and the text encourages Japanese travelers to consider Nevada when planning their 2020 vacations and mentions Colorado River, Boulder City, Lake Mead and more activities outside of the Las Vegas Strip. Coverage can be viewed here: <https://safarilounge.jp/online/stay/detail.php?id=4221&p=1>
7. Travel Nevada is hosting a journalist from Juju na Trip Blog, visiting Jan. 25 through Feb. 1. The journalist has an Instagram following of 273,000 and has a TV show in Brazil and writes for top tier media magazines

and newspapers. Her itinerary includes Lee Canyon, Mt. Charleston, Tonopah, Virginia City, and Lake Tahoe. She will be sharing stories via her Instagram account as well as post-trip exposure.

8. Travel Nevada is also hosting a crew from Echappees belles, visiting Jan. 25 through Feb. 5. This is a national TV station in France with 700,000 viewers. It encompasses tourism in France and abroad with the focus on one destination per episode. They will be visiting Lake Mead and Boulder City.
9. Staff attended International Media Marketplace (IMM) New York in January. The media platform company TravMedia conducts IMMs all over the world, and Travel Nevada participates in most of them. The New York event draws media primarily from the United States and Canada to participate in a full day of pre-arranged one-on-one appointments with U.S. destinations.
10. A press release about the 2020 Nevada Visitors Guide was released in January and led to this story on KOLO (Channel 8) morning news: <https://www.kolotv.com/video?vid=567358162>.
11. The branded road trip "Death Drive" was featured in multiple outlets in February, including [MSN](#) and [Travel + Leisure](#). Travel Nevada coined the name and branded the trip, and the name has begun to be used by the public as well. Viral-content site "[Only in Your State](#)" featured the Death Drive, and this is what Travel + Leisure referenced in its first version of its story. Travel Nevada marketing staff reached out to Travel + Leisure to request that Travel Nevada be used as a primary source, and the publication agreed, updating its story with Travel Nevada as a resource, and included links to [travelnevada.com](https://www.travelandleisure.com/trip-ideas/road-trips/nevada-death-drive).
<https://www.travelandleisure.com/trip-ideas/road-trips/nevada-death-drive>
12. Travel Nevada hosted Australian travel writer Scott Podmore in 2015, and has maintained a relationship with him. In February, he produced three articles about Nevada's road trips, which ran on Australia's primary car rental website, DriveNow.com.au. <https://www.drivenow.com.au/blog/road-trip-nevada-death-drive/>
<https://www.drivenow.com.au/blog/nevada-rubies-route/>
<https://www.drivenow.com.au/blog/nevada-extraterrestrial-highway/>
13. "[Eye on the Industry](#)" was added to the [travelnevada.biz](https://www.travelnevada.biz) site to provide partners with up-to-date information on issues threatening the tourism industry. The current issue is the coronavirus, and the website now offers updates, information, and resources about this issue.
14. Travel Nevada hosted a writer from the Volaris in-flight magazine in March 2019. Volaris provides the only nonstop flights from Mexico to Reno-Tahoe, and supporting this route is essential to our Latin American efforts. The story appeared in the in-flight magazine and online in February and included website links to [travelnevada.com](https://www.travelnevada.com) and to partner websites.
<https://www.volarismagazine.com/nevada-al-ruedo/>
15. We launched a bi-weekly news coverage update to be distributed to legislators, tourism industry partners, commissioners, and other stakeholders. This news digest will highlight recent coverage generated by the Travel Nevada PR team, as well as industry-related news.
16. The PR team conducted a cross-market international media tour in southern Nevada in February. The tour was focused on winter activities in southern Nevada, and included skiing at Lee Canyon, exploring Mount Charleston, touring Rhyolite, Death Valley, Pahrump, and Sloan Canyon. Journalists were from the UK, Canada, France, South Korea, Mexico, Colombia, Germany, Japan, Australia, and India.

17. The FY19 annual report was completed and posted on the industry-facing travelnevada.biz. The report covers activities and achievements that align with the agency's overall Strategic Plan. The report is available here: https://www.travelnevada.biz/wp-content/uploads/033266_FY19AnnualReport_FIN2.pdf
18. The Stewart Indian School Cultural Center and Museum was included in a roundup of museums opening this year in Architectural Digest. <https://www.architecturaldigest.com/story/new-museums-2020>. The publication has an audience of just over 1 million readers.
19. The Los Angeles Times published an article about day trips out of Las Vegas, as a result of a pitch from Travel Nevada and ongoing communications with the journalist. The article's reach was approximately 418,000 readers primarily in the Los Angeles market. <https://www.latimes.com/travel/story/2020-01-28/las-vegas-day-trips>
20. As a result of ongoing communications with travel writer Carson Vaughn, and a cooperative effort with the Western Folklife Center, National Geographic Traveler recently featured The National Cowboy Poetry Gathering and Elko. This is a major placement for Travel Nevada among one of its top 10 target publications, which has a reach of nearly 16 million readers. <https://www.nationalgeographic.com/travel/destinations/north-america/united-states/nevada/cowboy-poetry-gathering-elko/>

Department: Sales & Industry Partners

1. **Mexico Sales Blitz** February 3 to 7. Travel Nevada will be conducting training presentations and one on one product development outreach to the Bajio community of Mexico. This region is composed of Guadalajara, Queretaro and Leon, majority of the population supports the Volaris flight into Reno and Las Vegas.
2. **Colombia Sales Blitz** February 10 to 13. The economy in Colombia is having a steady pace, flight connection is easy via Houston. Travel Nevada will be meeting with Copa Airlines representatives and major tour operators to develop new partnerships. Currently the market knows Las Vegas, the focus will include trainings that expand from Neon to Nature, Death Drive and Great Basin Highway.
3. Travel Nevada attended **Territory meetings** in Virginia City, Death Valley, and Las Vegas
4. Projects Relating to Tourism Grant Applications closed on January 17th
5. Feb 8-12 Travel Nevada and partners participated in the **Travel and Adventure Show in Chicago**. This consumer show welcomed over 32,000 travelers. During the 2 day event, Travel Nevada registered over 1000 consumers for our vacation giveaway and was able to connect with 88 agents and press at the show. Immediately following, we put on a dinner and presentation for the top agents in Chicago with our partners. The mission completed in Milwaukee where we entertained several Business Development Managers and agents with a networking/chocolate pairing event. During the week, we met with key agents at Apple Vacations and were able to share over 200 new contacts with our industry partners who joined us.
6. Feb 15-18 Travel Nevada participated in the **Travel and Adventure show in Los Angeles**. Joined by 18 partners for this sales mission, we welcomed over 1200 consumers to our booth and captured 299 new consumer emails. Immediately following we hosted a VIP dinner and media event at the OUE Skyspace high above Los Angeles. Partners were able to mix and mingle with tour operators and top travel agents based in Los Angeles. During the consumer show portion, 92 travel agents and media passed along their contact information. At the evening event, 42 new contacts were made on the trade side and 20 media.
7. Feb 25-26, Travel Nevada participated in **RTO West**, a B2B appointment show focusing on International tour operators based in Southern California. A total of 33 meetings were conducted, followed by the closing reception which was sponsored by Travel Nevada. Partners were introduced during the reception and a prize giveaway was donated by the partners in attendance.

8. **February 29 – Swanson’s America Travel Day – Osby, Sweden:** Full day travel consumer show with 1350 attendees with current or future travel plans to Nevada. Clark county (Las Vegas) still major draw but road trips were a huge hit. Consumers shared their travel plans that will take place as early as April 2020 up to future as of November 2022.
9. **March 2 – Discover America – USA Travel Show – Copenhagen, Denmark:** 200 + travel agents and media from Denmark, Sweden, Norway and Finland. Media were very interested in stories about rural Nevada – few are attending IPW and are interested in post FAM’s. What’s New in Nevada was the major question, where fact sheet was most useful collateral.
10. **February 3-7 Travel Nevada lead trade efforts in Mexico** at the following cities: Guadalajara, Leon and Queretaro. During the visit in Guadalajara, five in office trainings were presented with Virtuoso agencies and a dinner was hosted for major key airline and media partners. In Leon and Queretaro a total of 110 travel agents participated in presentation trainings, Volaris Airlines was a major partner in the trainings to help promote the new Bajio flight to Las Vegas.
11. **February 10 – 13 Travel Nevada lead trade efforts in Bogota, Colombia** to promote the 10 branded road trips. These efforts resulted in 12 in office trainings for major wholesale and OTA agencies. A co-op with Copa Airlines resulted into presentation trainings for a total of 75 travel agents. Copa Airlines is also looking into hosting their annual employee appreciation trip to the Lake Tahoe Destination next year, this will be a result of the trip.
12. **February 19-22 Travel Nevada participated in the Connect Travel Conference** that took place in Orlando, FL. The conference had a total of 42 confirmed appointments with travel agents and wholesale agencies. The conference itself had a lower attendance due to the COVID-19 virus. Many of the buyers who attended came from Latin America and Europe.
13. **February 11 - Travel Nevada attended the Lincoln County Authority of Tourism (LCAT) meeting in Caliente.** Caliente will be the pilot community for the Destination Development program.
14. **February 21 - Travel Nevada participated in a panel discussion on agri-tourism at the Nevada Farms Conference in Fallon.**
15. **Travel Nevada attended the Reno-Tahoe Territory meeting in Reno and the Las Vegas Territory meeting in Las Vegas.**

Department: Nevada Magazine

1. Published Jan/Feb. issue of Nevada Magazine
2. Story on Bird Hunting in Nevada elicits positive comments from new subscribers
3. Shared previous bird-watching story with RV Traveler, Canada for their next issue
4. Our story on 19th Amendment turns 100 was used by the Nevada Historical Women’s Coalition in their press releases
5. Approved design for our Ghost Town book
6. Reached our goal for FOCUS attendees in Las Vegas
7. Continued record sales of 2020 Historical Calendar

FY20 vs FY19 vs FY18 vs FY17 Tourism Category Expenditure Update Through February 28

Category	Description	FY20	FY19	FY18	FY17
CAT 02	Out-of-State Travel		Thru 2/28/19	Thru 2/28/18	Thru 2/28/17
	Legislative Authority Amount:	\$47,494.00	\$48,907.00	\$48,907.00	\$49,406.00
	Actual Expenditures:	\$21,701.79	\$38,756.64	\$47,493.95	\$48,007.47
	Remaining Available Funds:	\$25,792.21	\$10,150.36	\$1,413.05	\$1,398.53
	% Spent YTD:	46%	79%	97%	97%
CAT 03	In-State Travel				
	Legislative Authority Amount:	\$38,089.00	\$38,635.00	\$38,725.00	\$43,496.00
	Actual Expenditures:	\$21,160.84	\$26,284.78	\$38,088.62	\$43,476.77
	Remaining Available Funds:	\$16,928.16	\$12,350.22	\$636.38	\$19.23
	% Spent YTD:	56%	68%	98%	100%
CAT 30	Training				
	Legislative Authority Amount:	\$5,977.00	\$6,531.00	\$6,531.00	\$7,086.00
	Actual Expenditures:	\$3,395.00	\$2,828.60	\$6,509.60	\$6,864.35
	Remaining Available Funds:	\$2,582.00	\$3,702.40	\$21.40	\$221.65
	% Spent YTD:	57%	43%	100%	97%
CAT 31	Promotion & Advertising				
	Legislative Authority Amount:	\$15,371,450.00	\$15,114,876.00	\$15,201,987.00	\$11,309,367.00
	Actual Expenditures:	\$7,112,442.50	\$15,008,499.49	\$15,165,577.40	\$11,303,690.15
	Remaining Available Funds:	\$8,259,007.50	\$106,376.51	\$36,409.60	\$5,676.85
	% Spent YTD:	46%	99%	100%	100%

