

MINUTES of the NEVADA COMMISSION ON TOURISM  
June 19, 2019

The Nevada Commission on Tourism held a Commission meeting at 9:00 a.m. on June 19, 2019 at 401 N. Carson Street, Carson City, NV 89701 and by video conference to 4000 S. Eastern Ave. #240, Las Vegas, NV 89119

**Call to Order**

Lt. Governor Kate Marshall, Chair, called the meeting to order at 9:04 a.m.

**Commissioners Present:**

Lieutenant Governor Kate Marshall, Chair  
Cindy Carano, Vice Chair  
Herb Santos, Jr  
Denice Miller  
Brian Krolicki  
Pam Robinson  
Cynthia Mun  
Bob Stoldal  
Edward Estipona  
Phil DeLone (12:45 p.m. -4:22 p.m.)

**Commissioners who are absent/excused:**

Phil DeLone (9 a.m. – 12:45 p.m.)  
Steve Hill  
Bob Cashell  
Richard Arnold  
Mike Vaswani

**Staff present:**

Brenda Nebesky, Deputy Director  
Sophia Long, DAG  
Dee Chekowitz-Dykes  
Ron Webster  
Shari Bombard  
Zac White  
Kate Wilson, Lt. Governor's Office

**Guests present:**

Meredith Miles, Fahlgren Mortine  
Kevin Kriene, BVK

**Roll Call and Determination of Quorum**

MARSHALL: Good morning. I think we're running a little late, and I know we have a full agenda. I would like to call the meeting to order.

On the first part of the meeting, either Dee or Brenda, do you want to tell me whether the meeting was properly posted and noticed?

NEBESKY: Yes, it was.

MARSHALL: And then do you want to call the roll?

NEBESKY: For the record, Brenda Nebesky, Acting Director. Commissioner Carano?

CARANO: Present.

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

SANTOS: Present.

NEBESKY: Commissioner Miller.

MILLER: Here.

NEBESKY: Commissioner Vaswani. Absent, excused. Commissioner Cashell. Absent, excused. Commissioner Krolicki.

KROLICKI: Here.

NEBESKY: Commissioner Mun.

MUN: Here.

NEBESKY: Commissioner Robinson.

ROBINSON: Here.

NEBESKY: Commissioner Estipona as delegated by Commissioner O'Neill.

ESTIPONA: Here.

NEBESKY: Commissioner Arnold. Absent, excused. Commissioner Stoldal.

STOLDAL: Present.

NEBESKY: Okay. We have a quorum.

MARSHALL: Just make sure you note that I'm here too.

NEBESKY: Lieutenant Governor Marshall.

### **Public Comment**

MARSHALL: All right, moving on then, I'm just teasing with you. Moving on then to Agenda Item Number B, Public Comment. There are two places during this meeting where you can have public comment, in the beginning and in the end. Is there anyone in Vegas that is here for Public Comment?

WHITE: No public in Vegas.

SPEAKER: Was there a confirmation of public listing.

MARSHALL: I did a confirmation of public posting.

SPEAKER: You did?

MARSHALL: Yes, but I'll do it again.

### **Confirmation of Posting**

MARSHALL: Brenda do you want to confirm again that the meeting was properly noticed and posted?

NEBESKY: Yes, the meeting was properly posted and noticed.

MARSHALL: Is that okay, then?

SPEAKER: That's great. You're the best.

### **Public Comment**

MARSHALL: Okay, we're good. All right. So, nobody in Vegas for Public Comment. Is there anyone here in Carson City for Public Comment? Okay, so seeing no one.

### **Approval of Minutes**

MARSHALL: Moving on to Agenda Item Number C, these are the minutes from our last meeting on March 13<sup>th</sup>. Are there any edits or changes to the minutes?

CARANO: Move to approve the minutes for March 13<sup>th</sup>.

MARSHALL: Okay. I have a motion to approve. Do I have a second?

SANTOS: Second.

MARSHALL: I have a second. Any discussion? All right, hearing none, all those in favor say aye.

GROUP: Aye.

MARSHALL: Any opposed? Motion carries. So far, pretty fast.

### **FY20 1<sup>st</sup> Cycle Rural Marketing Grants**

MARSHALL: Okay, moving on to Agenda Item Number D, Marketing Grants. You should have in your packet a spreadsheet for Marketing Grants.

BOMBARD: For the record, my name is Shari Bombard, and I am the Rural Programs Manager for Travel Nevada.

Good morning Lieutenant Governor Marshall, and Members of the Commission. It is my pleasure to present to you the fiscal year 2020, first cycle Rural Marketing Grant recommendations.

In this cycle we received 205 applications requesting \$1,740,554.67. We were able to provide funding for 181 of those requests totaling \$1,017,790. As the result of the six grant workshops I held throughout Nevada for all six territories, we received very close to the record number of applications.

I believe the grant workshops, as well as the new quote submission requirement also contributed to the total amount requested being \$200,000 less than the actual record request amount of almost two million.

After the second cycle 2019, I observed that many applicants seemed to be requesting more than what was needed, most likely in case the projects were cut, or just from lack of research prior to application. Requiring quotes seems to have helped applicants request the correct amounts plus allowed us to look at the quotes and see what can be cut while still ensuring the project can be completed. This also ensures extra money for a second cycle isn't being tied up by over awarding first cycle grants. Even with these positive changes, \$722,764.67 had to be cut.

After the initial recommendations were made by staff, the Territory Advisory Committee consisting of all six Territory Chairs, Rural Commissioner Robinson, Director of Sales and Industry Partner Christian Passink and myself met on June 11<sup>th</sup> and discussed the projects page by page until we were able to reach a consensus.

I would also like to mention Commissioner Robinson specifically, she would have made Don Newman very proud. She was very engaged and well-prepared, so thank you very much.

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 first cycle Rural Marketing Grant recommendations, so that we may notify the applicants. Thank you.

MARSHALL: Thank you Shari, I appreciate it. And thank you for putting in that piece about getting quotes. And if I can ask the Board Members if you have any questions?

STOLDAL: Bob Stoldal for the record. I noticed on the Pony Express Territory there are three grant requests from the Nevada Northern Railway Foundation. And they didn't receive any funding, and I look as to the reason why, I think I understand, but I'm not sure. Could you explain? It says per grant guidelines, grants must be audited any time by the Division of Tourism, or its representative, performance on past and pending projects will be considered before further applications by the organization will be considered. Due to this requirement no applications are being considered for the Northern Nevada Railroad Foundation?

BOMBARD: That was part of the directives on the past. Oh, I'm sorry, from that first portion I pulled directly from the grant guidelines. But the reason for that is that there are several outstanding grants where they have submitted invoices and those invoices have been reimbursed by us, but the projects have not yet been completed, going back several years. Because those projects haven't been completed, we don't feel that at this time it would be a good use of the money to give them more money prior to these projects being completed.

STOLDAL: Oh, I understand the logic. Do I understand you to say that there are several grants that were given several years ago that haven't been finalized?

BOMBARD: Correct, where the projects have not been fully completed.

STOLDAL: Right, I appreciate that – thank you very much. How about the audit issue, I thought it was an audit issue, have we audited them?

BOMBARD: They were audited, and by a different organization and brought to me a list of things that had not yet been completed. Once we had that list, it didn't make sense fiscally to continue to give money to that organization until those were completed.

STOLDAL: We understand, thank you very much.

BOMBARD: Does that make sense?

ROBINSON: Pam Robinson for the record. First, just let me say thank you to Shari and her team because they did yeomen's' work walking through every single grant and looking at all of the requirements and all of what is required in order to get the grants, and who has

been current on their grant, kind of fulfillment, if you will. We sat just for some context that Committee spent the better part of a day walking through all of the lists and there is a tremendous amount of discussion that goes in, I think the Territory Chairs that represented each of the different territories came prepared to either support or defend or request something different. The staff at Travel Nevada certainly had what they needed to talk about, why the decisions were made, and so things, in my opinion, were quite well done.

There was a lot of discussion and so things were not just done in a vacuum or with a rubber stamp, and so I just wanted to bring that out, and say thank you for your hard work.

BOMBARD: Thank you very much.

SANTOS: Herb Santos for the record – oh, I'm sorry. Go ahead.

MUN: Cynthia Mun for the record. I've got a broader question in that I'm new as a Commissioner, so I'm not sure. But when I looked through a lot of those grants, I didn't know how they mapped into the overall strategic plan of the regions in Nevada as a whole. And how they performed the last time you guys had grants, and then there are things that for me, that's kind of jumped out for example, certain areas in Cowboy Country I think was international.

They were doing work in international and going wow, that's really interesting, but how does that map into anyone else doing international work and there are a lot of grants in terms of educating folks in terms of trade shows and understanding the market, etc. But it just seemed they were kind of one-offs. When I look at here, rather than what does the entire strategic plan look like and how each one of these map into that, and what were the results and how do you know that these are going to affect your strategic plan going forward.

BOMBARD: Okay, so I think there's probably several ways to approach that one. First off, before the final grant is awarded on prior grants, they do need to complete an evaluation and explain to us – if it was an event, how many people attended. If it was some sort of marketing, did they see any results from that? All of that is categorized and you input into all of that, the data. I can certainly get all of that information from Kyle, and get that to you, so you can see that portion.

The trade shows, the international, actually the majority of it is done with Travel Nevada. A lot of those shows they are attending with us. Especially Cowboy Country, the one you mentioned specifically, Tom Lester has attended, I think just about every international trade show that we have gone to and offered partners to attend with us. That definitely fits in with all of our strategic plan for all of the state in that.

As far as the rest of it, there really is this fine line between we're giving them these grant funds, and we want them to do things that are going to help all of us long term,

but they are still independent organizations who get to make their own decisions at the same time.

There is a balance that we have to meet with that, where they are helping us, but at the same time doing what they think they need to do within their own communities. Does that answer your question?

MUN: It does. I just wanted to know you said for that international piece that they've been doing this over and over for a long time. I just want to know, so what were the results? Has it improved? I just wanted to know in terms of the final results.

BOMBARD: Yes, I think absolutely. I think if you were to speak to Tom Lester, and I can actually get that information from you, I know that they see a lot of international visitors in Elko, which is where Tom Lester primarily works out of and all along that I80 corridor.

There's definitely a lot of visitation that is occurring from this, from the work that Travel Nevada is doing, as well as the work that we're doing in tandem with the different territories regarding that.

MUN: Thank you.

BOMBARD: Thank you.

SANTOS: Herb Santos for the record. I may have missed something when you were responding regarding some of those folks that haven't fulfilled their program. Have they received that money, or is the money still sitting with us?

BOMBARD: They have received the money, which is where the issue stems from. When we do the reimbursements, we reimburse based on an invoice. We reimbursed in good faith, based on an invoice that was presented to us, and then assumed that they, in turn pay the contractor, and that the work is completed. When we discovered that that work was not fully completed, that's when we decided that we needed to address that.

SANTOS: What policy do we have? I mean, one of them I think, one of the first policies I would suggest is that no one can submit a request for a grant, if they have any outstanding programs that they've received funds.

BOMBARD: Yes.

SANTOS: Is that currently in our policy?

BOMBARD: That has not previously been the policy, but I don't believe that this is an issue that happens on a regular basis.

I think this is this one entity, however, I have been brainstorming ways to prevent that, and to continue to have a great amount of follow up when it comes to that. So, to make sure that they are completed, to make sure that we are getting the finished brochures, that we are seeing all of these finished products to make sure that that doesn't happen anymore.

SANTOS: Is it possible to get some type of report from whatever audit this was so we, as Commissioners, know which programs haven't fulfilled their duty?

BOMBARD: The audit was not completed by us. It was completed an agency that was auditing this particular organization. After that, information was given to us. It wasn't an audit that we completed on our own, that may be something that we need to look into doing in the future though.

SANTOS: Okay. And then sort of a follow up question. I noticed on some of those programs there were restrictions. For example, some of them could not use money for local advertising. How do we follow up to ensure that they've complied with those restrictions that we placed on the funds?

BOMBARD: Primarily when we get the invoices, we can see that data. I had this issue last time where someone had placed an ad with the Eureka Sentinel, but it was the Eureka organization and that condition had been placed on that request. At that point, that particular invoice was not reimbursed.

SANTOS: Okay. It seems like we've got to maybe do something to make sure that people are fulfilling their promise to use the funds we give them for the intended purpose.

BOMBARD: I do not believe this is a widespread problem, but it is something that we need to make sure to track and address. So, absolutely.

SANTOS: Well, my concern is that it's an outside auditing firm that brought this to our attention and not our in house...

SPEAKER: We don't have an in house...

SANTOS: Not in-house audit, but we didn't have something set up to be able to tell us whether or not that folks were doing what they're supposed to do?

BOMBARD: This particular one stems from 2008, so it was long before any of the current administration or current people were working here. I don't believe that's something that will continue to happen in the future. I believe this is a previous issue that we are making sure to address, to make sure that it does not happen in the future.

But absolutely. I do have a plan that I will be discussing, so we can try to figure out exactly how to do this, and how to put it into the system itself so that it's easier to track, and all of that. It's definitely something we need to work on.

SANTOS: Yeah, I would ask, with your permission that we have some type of – at our next meeting some follow-up so this doesn't sort of fall through the cracks.

BOMBARD: Absolutely. Happy to do that.

STOLDAL: Stoldal for the record, it was going to be my suggestion. As I hear what you're saying, this may be one of what we need to make sure that we've got the proper processes, so it doesn't occur again. But it also sounds like we paid invoices for work that wasn't done.

BOMBARD: In the past, yes. Yes.

STOLDAL: That bothers me as well. I mean, that seems to put an asterisk next to that grant requestor. Do we know why the audit was ordered, and who paid for the audit?

BOMBARD: I do not.

STOLDAL: And thirdly, is the audit now, since it was given to you, is that now a public document?

BOMBARD: I do not have the full audit report. I just have a little bit of information from it, that's all I have. I honestly am not sure about that.

STOLDAL: Well, I'd like that to be as part of the follow-up, that we see who performed the audit, and whether the audit is a public document. I believe they're a public nonprofit organization, so I suspect that the full audit may be and should be public, so, thank you.

MARSHALL: Certainly. Other questions?

KROLICKI: Madam Chair? Just a couple quick comments and disclosure. Brian Krolicki for the record. You know these programs are so essential for rural Nevada. We have lots of volunteers, people who really don't understand the system, they're just passionate to try to make something happen.

While absolutely the rules need to be complied with, and you know the audit standard that we would expect normally from LCB, the skills here are profound, but not necessarily those of audit. I'm hearing that, again and the scope of what this Commission has done for so many years, I don't think it's systemic, but we need to make sure we can help these people to spend monies appropriately. So, again I don't want to dwell on this.

I realize how much work goes into you know this very thick document over much time. Thank you, you've stepped up and filled some big shoes, but you know thank you for going through the full cycle. And Pam Robinson, if you had a lot of the background here, thank you for enduring and doing that. It's a big job.

And my second point is my wife serves on the Nevada Indian Commission, and particularly is involved with the Stewart Indian School, that's not a conflict, but I just want to make sure that's disclosed, because I vote. Thank you.

NEBESKY: For the record, Brenda Nebesky. I'd like to propose that we bring forward the grant guidelines, and work on tightening up the language in regard to this incident, and we'll bring it forward at the next Commission meeting.

CARANO: I agree with that, and thank you very much for your work and your work, and I agree. These are so essential for rural Nevada. I am wondering if this organization and Pony Express Territory could clear their good name because they do great work, by maybe refunding from 11 years ago and so going forward, their projects will be able to be funded. I'm hoping that somehow they can clear their good name.

BOMBARD: Absolutely. That actually has been discussed with them. Before we made this decision, I did speak directly with them, to let them know this isn't a forever thing, get these taken care of whether you finish the projects and get them done, or you refund the money, get it taken care of, and then you will again be eligible for grant funding. Because they have done a lot of great work for sure, absolutely.

MARSHALL: Thank you. Kate Marshall for the record. All right, so it looks like next time, if we could have those guidelines brought forward. And any policies that the staff believes need to be amended or added or omitted from those guidelines. So, to update those guidelines so that the Board can vote on that, okay?

It also looks like the Board is asking for data. I understand that you give these grant monies, and that these territories need to be able to make their own decisions. But at the same time, we are giving them taxpayer dollars that should fit in with Travel Nevada strategic plan.

I would like to see some mapping of how the money you're giving fits in with our strategic plan, and what that money has achieved in the past, okay?

BOMBARD: Okay, absolutely.

MARSHALL: So, I think what we're looking for is the guidelines, any suggestions you have to update those guidelines, I don't know when is the last time they were updated, some data of how it maps back to the strategic plan. I think you have the ability to ask for the audit report and for Pony Express to bring forward to us some recommendations of how to resolve that issue so that Pony Express Territory can clear its name from something that happened over 10 years ago, and then be able to move forward, right?

Okay, so does that sound like what the Board was asking for? Okay. Yes, Pam.

ROBINSON: Just I want to make sure that we're clarifying one thing. This grant came in through the Pony Express Territory that is made up of multiple cities and Chambers and small

volunteer organizations across the wide part. The Northern Nevada Railroad, did I say that right? Did I get the right name?

BOMBARD: Yes, um-hmm.

ROBINSON: They applied through the Pony Express Territory, so it's really the Northern Nevada Railroad that needs to be responsible to answer the questions, repay the money if necessary and make sure that the Pony Express Territory that acts as the umbrella organization has what they need to come back to the Territory Advisory Committee. So, it's not the Territory as a whole that has an issue, it's just this one entity that has requested the funds.

MARSHALL: Thank you for the clarification. In order for us to resolve that issue and move forward both for the entity and for the Board, we need some context and some recommendations on how you would propose that we close that issue equitably for everyone, and then move forward, okay?

In the last meeting that we had, I had asked about data, especially when we're giving out contracts, awarding contracts or having grants. We need to have that. As a template you might look at the Department of Transportation; they often have to produce data on anything that they're awarding. So you might see if that might be a guideline for you, because I realize we are asking you for things that you haven't necessarily brought forward before, but you probably have all that information, so the question is how do you present it, okay? All right.

STOLDAL: One last question, I'm sorry.

MARSHALL: Yes.

STOLDAL: Do I understand there's only one issue from 2008 that is the problem?

BOMBARD: There are technically four.

MARSHALL: Okay, with that, I will accept a motion if the Board would like to present one. Commissioner Robinson?

ROBINSON: I move that the Nevada Commission on Tourism approves the expenditure of \$1,017,790 for the FY20 first cycle of the Rural Marketing Grants to the recipients per the staff recommendation and the TAC committee support.

MARSHALL: Thank you. Do I have a second?

KROLICKI: Second.

MARSHALL: Second, any discussion? All right, hearing none, all those in favor say aye.

GROUP: Aye.

MARSHALL: Opposed nay? Motion passes. Again, thank you, and thank you for all your work. I really appreciate it. I was out in Tonopah recently and people talk your praises.

BOMBARD: Oh, thank you so much.

#### **Approval of New Marketing Committee Members**

MARSHALL: Okay, moving on then to discussion item – Agenda Item E, New Marketing Committee. Brenda?

NEBESKY: For the record, Brenda Nebesky. As you may know, the Marketing Subcommittee provides guidance to creative development and our media buying allocation, and Travel Nevada would like to propose the addition of Deny Dotson, who is the Director of the Virginia City Visitors Authority and Fletch Brunelle who is the Vice President of Marketing for the Las Vegas Convention and Visitors Authority.

MARSHALL: Okay. Are there any questions? Yes, Denice.

MILLER: Thank you Madam Chair. I would like to disclose with I worked with Fletch in his previous employment with MGM Resorts. I don't view it as a conflict, but I would like to say he's simply one of the most talented people I've ever had the pleasure of working with.

MARSHALL: Thank you. Other questions, yes.

MUN: This is Cynthia Mun for the record. I have also worked with Fletch Brunelle, and my comments are the same as Denice's.

MARSHALL: Okay. All right, it looks like people are very happy. Do I hear a motion? Or more discussion, whatever.

CARANO: Cindy Carano for the record. I move to approve the new Marketing Committee Members, Deny Dotson and Fletch Brunelle.

MARSHALL: Thank you, do I have a second?

MILLER: Second.

MARSHALL: Second, any discussion? All right, hearing none, all those in favor signify by saying aye.

GROUP: Aye.

MARSHALL: Any opposed, nay? Okay, good, motion carries, very good. All right, I can't believe we're moving this quickly, it's amazing, we shouldn't get too excited I guess, all right.

## Media Recommendations – Fahlgren Mortine Agency

MARSHALL: Agenda Item F, Media Recommendations.

NEBESKY: For the record, Brenda Nebesky. I'd like to introduce Meredith Miles with Fahlgren Mortine to present our Media Recommendations for fiscal year 2020.

MARSHALL: Thank you, go on.

MILES: I wanted to kick off the FY20 Media Recommendation overview, mainly by level setting our approach. The overarching media strategy for Travel Nevada is to reach consumers throughout the travel planning cycle. Really allowing the mindset, the planning stage of the audience to kind of guide the objectives, the placement and the corresponding success metrics.

Taking a look here you'll see the stages, so we talk dreamer, planner, adventurer, and ambassador. They're listed here essentially with how we plan to measure success within each of those stages, listed through the key performance indicators, the KPIs as they're listed in your packet.

Essentially we're constantly measuring, optimizing and maintaining a threshold for understanding performance throughout the year in these different areas through these metrics. And much of the paid media strategy that we are going to speak through is targeted to the dreamer and planner mindset, predominantly because these stages are the components within the traveler's journey where potential visitors are seeking inspiration and making those plans and thinking ahead to a trip. Those are the biggest opportunities for us to connect with them.

Whether it's behavioral, contextual, geographic, or past performance data, data really is at the root of every decision we're making within the Media plan and within the Media Recommendation. In addition to informing the key target markets, we're also leveraging that data to identify the audience targeting that can move beyond traditional demographics.

And we really want to reach users in what we call an adventure state of mind. We know that adventure can mean different things to different people. The three key segments that we've identified in terms of targets that we want to speak to through FY 20 are rooted in the data that we've seen is the Cultural Traveler, the Outdoor Recreationalist, and the Uncharted Experiences Junkie.

There is additional information to expand upon these sort of categorical segments within your packet if you have any questions or would like some more information.

Our Connections Strategy is sort of visually represented here, by taking those stages that I just spoke about, and really trying to correspond the connection points, and

understanding where the different media tactics help support each stage of the journey, well, a lot of them are working together in an integrated program, they do serve a purpose that ladders out to some of these stages when we're looking to communicate with our key audience segments in these mindsets.

So, for FY20, we really want to capitalize on the new Brand campaign that you'll be seeing from BVK shortly. We really want to have a particular emphasis on video elements, to make sure that we're really connecting the Nevada Brand, through sight, sound, and motion, and really maintain the traction that we've already gained, but really grow the reach and visibility of the state across all of our key audiences through that medium.

We also plan to utilize media partners who will work closely with the Travel Nevada Team to develop immersive content that will help complement and expand upon the messaging that we find in the Brand campaign.

The media partners will help extend the reach of not only creating that content, but really extend the reach of the campaign, by distributing it through their social channels and using that custom content to leverage the relationships that they have with their own followers. An opportunity for the brand alignment to really inspire their users and their followers to take a trip to Nevada.

Additionally, we want to be sure that we're capitalizing on this growing awareness of the State by incorporating action-driven messaging. So, encouraging these potential visitors to take deeper engaging actions on site, so signing up for any newsletter, or requesting a Visitor's Guide or even just visiting any of the ten specific road trips we have outlined on the site, so that they're engaging at a deeper level that shows more of those intent to travel type metrics.

But to understand how all these pieces work together, I think we should take a look at the proposed FY20 Media Calendar. There is a version of this in your packet if you want to take a closer look. But this is sort of an aggregated level to understand the always-on approach that we do take with our media, because we know even though there are stages of the traveler's journey that we're looking to reach, that's constantly happening. They are not as linear as they once were. We really need to make sure that we're speaking to different stages at all times throughout the year.

I'm going to walk you through a brief overview of each of these proposed tactics, and just highlight a few of the key partnerships that we're really looking forward to in FY20.

Data targeted video and audio is a key component within our FY20 approach and will be executed across several touch points throughout the year. First, we are talking with national TV. We will partner at the national level with Travel Channel and Discovery Channel, which I'll actually expand upon a little bit in a moment, just to go a little bit deeper into what they might look like.

Additionally, we're going to leverage data to target visitors or potential visitors through the various ways that they are consuming what we kind of traditionally know as television. We want to make sure that we're using that television content and reaching users across in our key DMAs across the various types of television, so addressable television OTT, which stands for Over The Top television or connected TV.

Again, examples visually are kind of represented here to understand a little bit of the jargon in our world about the different types of ways to connect, just understanding where those connections are happening and the different platforms and services that we can reach users through as they consume that television content.

Additionally, we want to expand that brand message to reach in state and in Market visitors and locals. So, we'll some spot TV in the Las Vegas and Reno markets as well to complement and amplify the visibility there.

And lastly, we plan to continue on the successful tactics that we've seen in FY19 and previous years through sponsored video and streaming audio. We know those are really touch points for broader awareness and visibility through sight and sound, that really can resonate through partners like Pandora.

Let's take a look at a couple of highlights for our FY20 video efforts in particular. This was included in your packet, but just a quick touch on partnering with Travel Channel and the Discovery Channel around their Expedition Unknown series, which is one of their most popular adventure travel series, really allows Travel Nevada to connect with those viewers who are consuming relevant travel and adventure content, in a mindset at a place where they're spending time, while also getting to feature Nevada in both a custom and really integrated way, so there's a lot of alignment.

In addition to traditional commercial spots around this content, we're actually going to work with the Travel Nevada and Discovery Network teams to develop a series of custom videos called Unknown Nevada that parallels the type of content you would see in this episode, and it will air across Travel Channel and Discovery Networks around Expedition Unknown episodes and content online, as well as across Travel Channels, Facebook and Instagram platforms, where we have a significant following as well.

Another new feature in the FY20 plan, we'll be able to partner with the American Park Network to sponsor WiFi sessions within key National or State Parks. This is really a great opportunity, sponsoring the WiFi will help connect Travel Nevada to these park attendees who are outdoor enthusiasts and the ability to reach them in an uncluttered environment is really a great opportunity that we're looking forward to capitalizing on. It's also connecting with them during an outdoor activity with a relevant message and again, in a place where we know staying connected is important to them, and that really helps check a couple of the boxes of the audience segments we're looking to talk to. The users would actually have to view the 15-second video in its entirety in order to gain access to the internet, so that we can ensure that the message is seen and heard in full

in a relevant environment and mindset where again, there is no clutter, because there's really nothing else competing for their attention at that moment.

STOLDAL: [inaudible]

MILES: They have a whole network of states, some of the examples we had Yosemite, Sequoia, Kings Canyon, Death Valley, there's a variety of options, and we'll work with the Travel Nevada team to determine exactly which parks we feel make the most sense at the right time.

STOLDAL: It would be nice to see our one park listed there.

MILES: Sure, yep, that's absolutely something we can go to them and see if there's access points there.

Moving into our digital efforts, again, consists of several touch points that will deliver a mix of both the branded and action-oriented messaging that you'll soon see from BVK, as well as that custom content that's really created in partnership with the Travel Nevada team.

The foundational elements of our digital program will be focused with our OTAs or our Online Travel Agents to ensure that we are capitalizing on anybody actively in that planning mindset looking to make their plans and make some decisions for a trip. Our OT partners include Expedia, which as Expedia Media Group, it actually also includes Travelocity, Hotels.com, and Orbitz within that sort of Expedia umbrella, as well as Priceline and Trip Advisor. They've all been very successful partners year over year and we want to look to continue it to grow those relationships.

Our programmatic partners really leverage data to efficiently and effectively drive site traffic that's quality and encourage users to take specific onsite actions. Adara which is a partner who has very important, exclusive data relationships in the travel industry will be added into the mix in FY20. And in addition to our native partner, inPowered, who was a top traffic driver for us in FY19, and I'll expand a little bit upon how we're going to grow that relationship in a few minutes.

When looking at our publisher and content partnerships again, these are the partnerships that we're really going to focus on developing inspirational content and using that content to reach relevant audiences to consider Nevada for their next trip.

We'll work with partners like TravelSpike, TravelZoo, and Matador who have been successful Travel Nevada partners in the past, but we'll also add some newer partners like REI, Buzz Feed, and Culture Trip to help grow Nevada's visibility to audiences from different angles. I'll also highlight those momentarily as well.

I'm sorry, actually I didn't touch on social influencers. With social influencers, you know our efforts are aimed to build on Travel Nevada's successes in the past, particularly

continuing to use partners like Adparlor and Travel Mindset who help Travel Nevada really build those relationships across social touch points to potential or past visitors, and then really pushed the envelope with innovative executions and different type of social engagements which we will talk a little bit about as well.

Jumping in here, one new opportunity within our OTAs in FY20 is to host an in-market road trip with Travelocity's revamped roaming gnome. Travelocity will come into market and Travel Nevada will be able to showcase this road trip through the eyes of this beloved mascot which is really great as he kind of accounts his travels across the road trip through the state, across his social channels and the Travelocity's social channels as well. So, just a clever to showcase it through the eyes of someone that people know pretty well. Yes.

MUN: This is Cynthia Mun. So, I haven't seen the gnome in a while, so you just said revamped. Are we like one of the first – or what have they done recently with the revamp that has been successful?

MILES: Meredith Miles for the record. With Travelocity they found – they knew there was equity in the gnome people, people know and recognized the gnome. So, give the gnome essentially a travel handle or a social handle, so that the gnome has – while he doesn't talk, he has a voice, and he has a point of view and can start to communicate visually across social platforms and connect with people.

People enjoy it, it's almost a play on the flat Stanley of elementary school, just understanding the different road trips you can take, or the different places and points of interest he can visit. Watching him engage some of the examples there, him get a fresh shave which is ironic given his beard, but it's an opportunity essentially to connect with people who follow him on a social handle as though he's an influencer in and of himself, and still amplify that across the Travelocity brand and message and other platforms there as well.

MUN: So, are there any programs that they have incorporated recently that's been successful?

MILES: Actually, yes, Meredith Miles for the record. Las Vegas has engaged and had the gnome come into market and engage across different properties and different platforms. So, that was actually sort of what I think spurred when we had this conversation about the opportunities, they've really enjoyed that and saw a lot of success, so that's something we saw as an opportunity to showcase road trips, through his eyes.

MUN: How many followers does the gnome have?

MILES: I do not have that information in front of me right now, but we can certainly get it to you.

MUN: Okay.

MILES: I do know that it's worth noting that it will be amplified across both the roaming gnome and Travelocity's handles too. So, there is that supplement as well.

SANTOS: Herb Santos for the record. The traveling gnome is also a celebrity on the Amazing Race. And I'm just thinking Amazing Nevada, you know I don't know if we're doing something with Travelocity and using that, I'm not sure if you can sort of incorporate that, because I know there's a huge Amazing Race following, and whether or not that can tie in with those fans of that show. Just sort of throw that out there.

MILES: Yeah, absolutely, Meredith Miles for the record. It's worth noting that sometimes we have to be a little sensitive to usage and associations that are not predetermined, so that was absolutely something we can look into and maybe consider in terms of the approach and the angle we take.

We'll work closely with the Travel Nevada team to establish you know what road trip, what points of interest, what kind of stops. It's worth noting as well that the road trip will occur during a peak industry week in terms of travel and tourism. So, during National Travel and Tourism week in May of next year, FY20, we're looking forward to kind of having that visibility, and have a stronghold on that week where travel is very top of mind.

Moving into InPowered as I had mentioned is a native partner, an opportunity we're looking forward to this coming year is a chance to build on the success again. This was a top traffic driver, site traffic driver for us this past year, delivering quantity and quality in terms of the traffic it was driving.

We'll continue to use their technology to distribute relevant content, and really encourage that site traffic engagement, but once those visitors engage with content on site, InPowered has the technology to offer a custom opportunity to submit your email. So, then the Travel Nevada team can very seamlessly and easily continue custom communication directly and kind of build that rapport and that relationship with the potential traveler.

Our FY20 plan also includes an exclusive collaboration with REI through our ongoing relationship with Matador. Through this effort, we can visually showcase the State's outdoor recreation to both the REI and Matador networks which are filled with adventurers and explores through some custom video content.

But in addition to distributing that content through Matador, we'll also be able to distribute it across REI's strongest social channels. I have listed up here just some example, their YouTube, their Instagram and their Facebook channels which have very large and very devote followings, so it's a really great opportunity to showcase Travel Nevada alongside a really reputable brand in that outdoor recreational space.

Then we'll also have the Travel Nevada team working with REI to co-host a large-scale influencer event in the spring in the new Chicago store, where we'll be able to engage both those outdoor enthusiasts, as well as influencers in the Chicago market. Just a nice

high-end opportunity to bring Nevada to members of the outdoor community in Chicago.

STOLDAL: Stoldal for the record. Is that exclusive or can we partner with other outdoor reputable firms?

MILES: Meredith Miles for the record. The relationship with REI is exclusive through our relationship with Matador. We have an ongoing relationship and essentially Matador and REI have a relationship. So through the dual partnership, we're able to exclusively partner with REI. It doesn't mean we could take a similar concept to other brands as well, but we would start initially through the synergy that we get between both brands.

STOLDAL: Thank you.

MILES: Because we're always seeking relevant partnerships that include strong brand recognition, BuzzFeed's travel brand Bring Me offered a really great opportunity for a partnership in FY20. Bring Me will actually create some custom development that's shot in-state, but stylized under the BuzzFeed production teams and which really once the distribution comes into play across their social channels with that brand affinity, their social channels reach 148 million monthly views, which is very large scale, but we can also do that, within the brand relationship of the BuzzFeed approach to the content and something that has the potential to get a lot of traction virally as well and be shared across those social channels. It would really amplify across their 50 million monthly viewers.

Then moving into paid social, when I was here in March, we talked about the successes that we had seen through our paid social partner, Adparlor. The Travel Nevada team works very closely with Adparlor to keep all of the social assets fresh and engaging, based on the real time data that we're seeing, where we're seeing the constant monitoring and the successes in the places where we can grow and make some changes to help get the deeper insights and metrics for success.

Because of the successes that we are seeing through Facebook's canvas ads which is a demo running right up here, we're continuing to build out new high impact opportunities, this is actually a brand new one, and they can showcase road trips as an inspiration for moving visitors throughout the state. It's a really engaging opportunity to kind of thumb through and get exposed to everything from a point of interest to the route that you would need to take in the experience.

STOLDAL: [inaudible] in Las Vegas only.

MILES: This is just one example. We have several versions that run anywhere from four to ten across the several road trips supporting...

STOLDAL: Through the rest of the state.

MILES: Correct, correct. This is an example that we just developed for FY20 that happens to be featuring that drive, but we will have several different versions. We actually have a Lake Tahoe loop that we just completed as well. And as we work to make sure that we have a canvas ad to represent all ten road trips throughout the State.

STOLDAL: Thank you.

MILES: This immersive execution really allow users to explore those various points of interest, the routes, the experiences, but also it really does help Travel Nevada to make those connections and build those relationships in places we know people are spending significant time across platforms like Facebook and Instagram.

ROBINSON: Oops, thanks. So how do you find these, for somebody who might not be as tech savvy as all of you?

MILES: Sure, Meredith Miles for the record. These canvas ads in particular are strictly an ad-based unit. So, they are not something that lives organically where you can go seek it out and find it. Instead, the paid dollars that are put behind it are targeting specific audiences that are relevant for the messages. It could be those key audiences that we spoke about, or it could be people in these particular geographic areas that we're looking to speak to.

ROBINSON: So, you just have to hope you see the ad when it comes up in order to take advantage of it.

MILES: We absolutely have preview links, where if you wanted to get that experience, we could work to distribute those just to kind of get a physical experience. It's just a little bit tricky because they are an ad unit they don't live in a publicly accessible way.

ROBINSON: Got it, thank you.

MILES: You're welcome.

ESTIPONA: Edward Estipona for the record. Just a question. I know that's on Instagram and Facebook, but I'm just wondering because Facebook has an older demographic specifically, I'm seeing a lot of young people in these images, which I think definitely speaks to the Instagram crowd, but again are we spreading enough variety for the Facebook users, so that again, they can see themselves in these situations?

MILES: Sure. Meredith Miles for the record. Two parts to that. Primarily, in terms of Facebook, because Facebook owns Instagram, we essentially use them almost interchangeably in language, just by nature of typically the best approach is to run based on an objective across all the platforms, and really let the algorithms do their own leg work in finding the right people who are engaging and resonating, kind of demographics aside. With that being said, in terms of the content, and the messaging, and the creative, that's something that again with BVK coming up here to talk through some of the components

of their program, as well as Travel Nevada working very closely with our partner Adparlor to develop these, there is a wide variety of both demographically, geographically, etc., represented across, this is just an example of something that we're looking to implement for FY20.

ESTIPONA: Thank you.

MILES: You're welcome.

SANTOS: Herb Santos for the record. I'm probably the Facebook crowd, because I'm one of the older people.

KROLICKI: Grandpa.

SANTOS: Grandpa, yeah. You know I like all those pictures and everything but – and I just want to put this out there. The Death Drive just sort of turns me off. And maybe it's my age. Maybe it's because I'm a personal injury attorney. I don't know what it is. [Laughter]

KROLICKI: I see your point for it now.

SANTOS: But you know the Death Drive – I just think if I was thinking about doing something with my family, I wouldn't want to take them on a Death Drive, so I'll just put that out there.

MILES: Certainly. Meredith Miles for the record. Again, you know when it comes to the messaging, this again is one example that we're evolving for FY20. There are the ten road trips that we feature, Death Drive being one of them, but not the only one. Again, the nice thing about units like this is we're trying to create experiences that – you know we call it sort of thumb-stopping power, if you're scrolling and you choose to stop and engage, great. And if we can take you deeper to where you're spending time with the brand, with the content, with the information, that's a win for us. You know it's just, it's getting associated and familiar with something maybe you didn't know about, or you find interesting.

Death Drive you might – that might not have the thumb-stopping power for you, and that's okay. But you know the beauty of digital and the constant monitoring and optimization we can do is to ensure that if for some reason a piece of creative isn't working or something isn't resonating, we can see that in real time, and we can make those optimizations accordingly.

NEBESKY: For the record, Brenda Nebesky. Commissioner Santos, I just want to explain the Death Drive, it's end point is of course Death Valley. And similar to the Loneliest Road, the spin there is that something – the title it's seemingly negative is then supported by all these life-affirming activities and destinations along the way.

MILES: Then finally, you know, moving into print, print publications do help showcase Nevada to potential visitors in a dreaming mindset, as they're consuming that relevant content for both leisure or travel inspiration.

Both *Sunset Magazine*, and *Travel and Leisure* have been successful partners for Nevada in the past and have really relevant audiences that resonate with the key components that we are trying to reach. And again, we'll continue to generate really great relevant national awareness through FY20, in both kind of touting the travel and the culture experiences that Nevada has to offer.

STOLDAL: I notice that *Sunset Magazine* which is trying to find its future is no longer the magazine that it used to be. Several are members of AAA and they have a very specific, not that many pages, this many pages. Did we even think about advertising with them?

MILES: Yes, Meredith Miles for the record. AAA is an entity that we do have in our consideration set when we look at all of the potential partners.

A lot of times it's looking at the efficiency of the resources in terms of scale and reach as well as the audiences. Here in this instance taking a look at travel or lifestyle publications, knowing that print is an important, though small portion of our budget. We're trying to maximize those placements, because they are few, relative to the rest of the program, to make sure we're capitalizing on each of our audience segments as best as and consistently as we can in a consolidated way.

STOLDAL: Okay.

MILES: Does that answer your question?

MUN: Cynthia Mun. So, I did see the print in *Travel and Leisure* as well, and we get that. But the same comment regarding *Sunset*. So when I receive the *Travel and Leisure* at our house, and we looked at it, and we saw the placement, I was like oh, there it is. But at the same time, the ad itself did not seem like having been a *Travel and Leisure* reader for a while, didn't quite fit what I would have thought would have been the ad for Nevada, versus other magazines that are out there for travel and leisure. And I wanted to know demographics for that, and how does your overall budget get parsed out for the different media that you have? So, I'd love to see what percentage goes to print, what percentages go to OTAs, all of that would be really helpful to see.

MILES: Certainly. Meredith Miles for the record. I will jump ahead to – like you teed me up, at least at a high level, honestly that level of detail is something we have, and can absolutely work with the team to provide you.

Taking a look here, when we look at the allocations across the different media types, sort of in the buckets that we kind of categorized today, that high level overview, everything up here is reflected to correspond to those same categories. When we speak to video and audio, it's including that wide array of sort of television-like experiences.

With digital, it's kind of wrapping up all of those components, but those breakouts are absolutely providable for you.

Then when it comes to the budget for print, it's worth noting that for the sake of the overview today, it is higher level, but in addition to higher impact print elements, which again I'll kind of not take BVK's language away from the creative angle, but the other components that work within print, it's very rarely just a print execution. There are social angles, there are on-sight angles, and opportunities to connect. We know with *Sunset* in particular, that western content, and being able to showcase Nevada in that way is very important. It's not listed here, but with *Travel and Leisure*, we're actually going to work with them on an Instagram IGTV local program, they have an editorial angle, so part of our print execution with them is using their editorial arm across social, as well as a component.

So, print categorically by nature of the publication does include print, but it also does include extra extensions as well.

MUN: I just know that you said that it had been successful in the past, and I know because it has been, you go, hey, let's do it again. But I'm just wondering have we also looked at all the other publications as well?

MILES: Yes, Meredith Miles for the record. We have. As I alluded to before, we have a list of over 100 partners that we are – media partners that we are looking through, assessing proposals, analyzing both you know how they can ladder up to the goals and objectives we have set for the year, the key audience segments and so forth. Weighing that against the research tools that we have at our disposal to kind of level set, and make sure that we're making the best recommendations to fit the objectives for the year.

MUN: Yes, because I do love all your video stuff in that today's world so many people are into watching versus reading. I forgot to ask, we already have so much content from previous years as well about Nevada. Do we ever leverage that?

MILES: Absolutely, Meredith Miles for the record. We do repurpose a lot of content, you know as it's appropriate and where it makes sense. Sometimes there is some merit of when you're partnering with a brand who's voice you kind of want to take on the descriptions or the content that they're creating.

This year when we speak about content, a lot of that is really rooted in video content, which is because we have a bulk of print content, that we still use and regularly repurpose and the Travel Nevada staff uses across social channels quite often, and it's a great resource for people who as they discover Nevada and they start to go deeper to have that volume of resources, a very large portion of the content for this year is really rooted in video, as well as anything that not only can be distributed across those partner channels, socially, but the Nevada team can then also push across their social channels as well.

MUN: Because I'm from Clark County, I notice a lot of this is for rurals and for the rest of Nevada as well, but where do we deal with food in terms of – I know that's just Nevada, Las Vegas and Reno, but is there content for video for that, that exists that could be tied in anywhere for food and restaurants?

MILES: Sure. Meredith Miles for the record. That content is to be determined, because we are going to work with these partners and we work very closely with the staff to determine you know road trips were a big focus to help complement the brand campaign this year. That's something that as we work with the team closely to determine, you know what content exists, or where there's a gap, or where there could be something, a nice angle to take, you know whether it's BuzzFeed and it's just sort of the angle knowing their audience, that's absolutely something we can consider, because nothing is actually determined in stone yet. It's more about these are the partnerships we're looking to have and we'll work with them to establish what is...

MUN: Great, thank you.

MILES: Yes, you're welcome.

ESTIPONA: Edward Estipona, I have a really quick question. On the American Park Network that you guys are planning which is a WiFi network, are you guys able to attain who the users on the WiFi is, as far as demographics, psychographic and so on?

MILES: Meredith Miles for the record. At this point, no, we are not, because there is no value exchange of information captured in that moment. It's really more of a branding opportunity to get in front of users who we know are relevant by nature of the activity they're taking right then.

But it could be something that as the technology advances through that partner, which it might be something we can ask for, or push them to do, but it's not something that is a current function of their offering at this time.

ESTIPONA: Yeah, I mean, I think it would be really cool, because again if we really know who that user is, we can deliver content that makes sense to that user. You know an older person visiting a park, you're going to show different parts of Nevada that make sense for them, not the Death Ride, but you know again if it's a younger user you would have somebody that can actually...

MILES: Sure. Meredith Miles for the record. I understand what you're saying. Unfortunately, you know you buy it by the session. So, we're buying a certain quantity of people who watch the video and get the session.

So there is no predetermining or authentication going in to determine oh, it's this person and therefore we'll serve them this ad.

ESTIPONA: Got it.

MILES: It's not that sophisticated at this point as a technology, but it's certainly something we would love to do, if we could segment it that way.

ESTIPONA: It will be there in a year.

MILES: Absolutely. And again, thank you those types of questions, because those are things we can always work with our partners in our relationships and ask them to push the envelope for.

ESTIPONA: You're welcome.

MILES: Questions? That's all I got. Great.

MARSHALL: All right, are there other questions from the Board Members? One of the things you're going to hear me say over and over again is I don't have any sense in this presentation from how it compares to what you did last year, and what worked, what didn't work, and how you're measuring that back to the strategic plan. And that kind of – do you ever use the word "mapping" I think is important anyway to me. I like to see the data. The pie chart that you showed is nice, but I don't have any numbers to that pie chart.

Right, I don't know if that was a dollar or \$100,000 or a million dollars. So, I don't know how much you're putting. I also don't know where there might have been shifts from last year, based on what you saw and didn't see. And so, I think at least for me and perhaps for the Board, how do I judge whether this is good, when I don't have any context on that.

I think you heard some questions on the budget and I asked a little bit about the budget. The advertisements, the videos that we saw in here, and the trips that we saw in here, I want to echo Bob, they were very focused on one area of Nevada. And they were very focused on one type of traveler. So although you identified a cultural traveler, I didn't see anything about that cultural traveler. And it may be that you're trying to give us these highlights, and I'm asking for a few layers down, but I think of this tourism is focused on rural Nevada and maybe it's just being from Reno, but if you tell me everything is within an hour's drive of Vegas, that doesn't strike me as rural Nevada. I know it gets very rural very quickly, but I'm like what happened to Wendover, you know.

So, I think I would just like you to come back with some more context on that. Also, like I said, the road trips, which seem to be a big emphasis didn't really seem to follow through to me in what I saw in your high level.

And then lastly, my staff went specifically looking on the website, Travel Nevada website for the road trips. Now what I see is that if someone's in a place, like you say they might be able hit their thumb on something, but what if you actively say, I want a road trip, what does the New York Times do? 36 hours and blah, blah, okay. I want a road trip.

And so I go to the website, my staff had a very difficult time navigating to get to – where’s the road trips, and yet this is a focus.

I think it seems like you’re presenting at every meeting, and I would just like it if we could get some more context and perspective and more data surrounding what you’re doing. Would that be feasible?

MILES:

Absolutely. Meredith Miles for the record. A couple things to touch on there. We absolutely have that data. That’s something that we work with the Travel Nevada team reporting regularly in all those types of things that we’re certainly willing and able to share if you have that level of interest from a detailed perspective, I’m happy to share it. And then as well as in terms of examples that we’ve shown today, just as a high level overview, when it comes to the content or the creative, or any of those components, these are just essentially mocks, or things that we’re thinking of executing for FY20, not necessarily complete. I know that the BVK team is going to come up here momentarily and talk through the creative and representing different areas of the state, and the different visitors and travelers that we want to appeal to across the Board.

So from a media perspective in the targeting components as well, I think it’s important to note that we do have several placements that will for example, just as a very specific example, but if I’m on Priceline.com and I search for a rental car in Nevada, we will deliver them a road trip message, so that they are able to click through in that moment and say well, what’s – I’m looking for a rental car in the state already, great what are those road trips? And take them to that layer of the site that I know that the digital team at Noble has really been working with Travel Nevada closely on evolving that so that it is very user friendly and very seamless.

Likewise, we do have several components within the plan that are intention and action based, based on all of that data that we have with our partners showing intent, searching for something more specific than just a trip, and being sure that we are working closely with the BVK and Noble teams to deliver a relevant message for the mindset or the action the person is taking, as well as driving them to a really relevant layer in the site, so that it is very user friendly and kind of has a very consistent feel from our portion of the targeting with the delivery of the creative, and then so forth into the experience on the site to make it a really seamless experience.

We would absolutely be willing to follow up with whatever detail would be helpful and valuable for the group.

MARSHALL:

Thank you.

STOLDAL:

I would like to follow up on that. The comparison is important to me and I’d like to, the next time around, if you could give us a little bit of – 30 or 40 seconds, a minute of Pandora. Pandora in our household is yesterday, hardly use it at least on the music side. And see whether or not it’s still a viable relationship. The other issue is the one I think you spoke directly to and that’s the money. I didn’t get a sense of how much money

was being spent on the pie chart and the pie chart had big pieces that if you read down it was listed four or five different things. If that could be divided up a little bit more to say, streaming goes for this and it would just – it would just be helpful.

MILES: Sure, certainly. Meredith Miles for the record. We absolutely have that level of data. At this point it was for the sake of trying to be efficient. I'm happy to provide that for you.

STOLDAL: And the last point is, those road trips, I don't want to beat a dead horse or drive a dead one, can't they be placed on our Travel Nevada website? I'd like to see what they are.

NEBESKY: For the record Brenda Nebesky. I do have to say they may be hiding in plain site, but there is a button on the home page in the hero area. And we are working to build out the road trip content, and that's the beauty of it I hope is that most of that content is evergreen, so it will be a matter of just layering on more assets and speaking to audiences along the way including foody audiences and just building out those landing pages.

SANTOS: Herb Santos for the record. I just went on my phone, and I'm probably the person that can never find anything on the internet. I found it in like three things, a thing called road tripping, and you pick the town you want to go to or start at, and where you want to go, and then it gives you the different road trips, so at least on the phone – I'm not sure – I don't have my desktop, but this is pretty simple.

STOLDAL: Great.

SANTOS: I think I'm at the right spot, road tripping right?

MILES: Yep, Meredith Miles for the record again. You know coming from the media angle, I don't want to step on the toes of the staff who works closely with Noble to develop those components on the site, but yes, that is something again. There are users who will end inherently on the home page, and we would hope that they could navigate easily, but there will be components within the media plan that are driving even deeper, so you don't even have to go find it, it will take you directly there.

SANTOS: Herb Santos for the record. One more thing I just wanted to add. Going back to your section on our key geographic markets, and I don't know this really has nothing to do with you and has – I'm not sure what it has to do with us, but when I look at those cities, it's easy for most cities to get to Vegas. It's much harder for some of those cities to get to Reno. And I think whatever we can do as a Commission to try to make it easier for a visitor. If I live in say Houston, and I want to go – I see something about Reno Tahoe, but then it's going to take me eight hours to get there, I'm probably going to pass, and not having direct flights from Reno to all of these geographic markets, that should be something that should be a focus, if those are our geographic markets, where we're getting our tourists, we need to do whatever we can to work with the airport authority to work on getting direct flights from each of those cities, because otherwise I think we

may be spending money in a market where people don't want to spend one full day trying to get there.

MILES: Sure. Meredith Miles for the record. It is worth noting that a market like a Houston or a Chicago, where you know those are places where they're sort of newer to our paid dollars and our paid efforts. Those decisions to go into those markets are routed in air service, taking a look at where flights are coming from or hubs connecting through, as well as anything we're seeing from like an organic perspective in terms of travel, we can look and see where people are coming to the site from organically and when there's inherently traffic there, we have an opportunity to capitalize with more amplification through paid dollars. Air service does inform a lot of this marketing and market decision, but of course we will never turn down extra support from the group to help encourage that.

SANTOS: All right, Herb Santos for the record. Are they able to do this, if someone goes on and they're searching for a trip and they're looking at the Reno Tahoe area, and they go through all their research and everything, but they don't click doing the trip, and it may be one of those areas where there's one or two stops, is someone able to capture how many, I'll call them a near miss we have of the traveler that doesn't make that decision because of too many stops or whatever?

MILES: Meredith Miles for the record. I can't speak to the data that we could get from airlines or specific, our OTA partners do have to a certain extent the ability to share with us some data in terms of bookings to the state, airline bookings, hotel bookings and so forth.

So, there is a little bit of a line of sight in terms of determining if someone dropped off for that reason, you know there's some things that the data won't be able to tell us, because we can't know why necessarily, we can deduce why. But it's not necessarily something that would be publicly accessible across every partner because of the data privacy components.

But because of our relationships with our OTAs, we do have at least a bit of a line of sight to the quantity of bookings that are occurring to the State.

NEBESKY: For the record Brenda Nebesky. Travel Nevada is a member the Reno Air Services Corporation, and as such, we on the main Committee, and also the Marketing Committee are looking to align our marketing dollars in new markets with their conversations with carriers about new flights to develop lift into Reno Tahoe.

MUN: I think this presentation has a lot of information, but it basically tells us what you're going to do. And I think a part of what I would love is to find out why. So, the process of thinking that it went through just to give us a little clue as to why you decided to come up with this answer would be really helpful which also includes the part with the metrics in terms of how was it before, and therefore we're doing this, and just that would give me a lot of confidence saying, oh, I get it. I see why they're doing it, because

as it is, it's just like okay, we're going to do this and do that and we've seen so many advertisers and media being placed in places we're going okay but did it work? You know, how do I know, and is this something that you guys have – I'm sure you have – but just to give us the confidence that – that would be really helpful.

MILES: Sure.

MUN: And I've been to the website, and I did find the road trip. Just on the positive note is that – and I did see some things that my family said hey we didn't know that existed, and we would like to go see.

I think it does happen to a certain degree, but maybe it's not as easy to navigate around because I think I mentioned that the last time as well, when we had similar information I think some of this was already presented, was it not?

MILES: Meredith Miles for the record. The last time that I presented it was strictly from the media perspective, so we talked through FY19 results, and sort of just demonstrating how we're measuring, monitoring, and optimizing accordingly, but not necessarily in direct correlation to that.

MUN: Got it. Because I think if some of that could have been connected with this one going forward, that would have been helpful.

MILES: Certainly. Meredith Miles for the record. Again, absolutely understand wanting to see sort of those data points connected to the decision-making. One thing I will reference is when I talk through – when I spoke through the connections approach, so understanding those KPIs that we are laddering up to at a really high-level sense, those are the metrics that we're looking at.

Because digital and inherently most of the things we're doing even outside of digital are so measurable in real time, we don't have to wait until the end of a fiscal to make a decision and we can see things more real time and work through those components and understand opportunities for improvement.

So, that is something that is sort of ongoing between us and the Travel Nevada staff, but absolutely something that we can consolidate in a way that's still valuable for you without being a huge data dump, but absolutely something to help justify why a partner stays on the plan or why we try someone new.

MARSHALL: Okay, are there any other questions from the Board? All right, so I think you've heard that the Board would like to see some data. They'd like to see some context and some comparison with what you did and what you're doing and why you're doing that in terms of metrics.

I think you're also hearing that the Board wants to know about your ability to data capture, who's looking at the stuff, why they're going off or why they're going on. I

know a lot of times that can be purchased. And so if you're not purchasing that data, maybe bring in front of us what that would cost to purchase that data, right?

Or if you are collecting that data, where are you collecting it? Where are you not able to collect it?

Would it be possible to collect it? And I think you're also hearing that the Board doesn't want to be a rubber stamp. The Board wants to know why things are doing – what's happening so that they can feel like they're making an educated decision, and maybe they want changes or maybe they want to ask questions which then leads you to think about different things because you have a lot of different kinds of experience on this Board, myself excluded.

But anyway, so are you asking for a motion then now?

NEBESKY: Sure.

MARSHALL: Is that right? Okay. So, I will entertain a motion, but please come back to us with the information, okay? We asked last time, we're asking so, okay. Do I hear a motion?

SPEAKER: What is the motion?

MARSHALL: I think the motion was to approve the...

NEBESKY: Approve the media recommendation for FY20?

MARSHALL: I mean the Board doesn't have to approve. They can say well, I'd like to see this data first, and then you can come back. So, it's up to the Board what you want to do.

STOLDAL: For the record Stoldal. What happens if we don't approve, is there any timing issues?

MILES: I will defer to the staff on that.

NEBESKY: For the record, Brenda Nebesky. Yes, there would be, because this buy would begin in July of fiscal year '20. So, this is an imminent decision.

We have had conversations with the Lieutenant Governor and others about this point in history with appointing a new Director that it would be time to assess the Commission packets, and the type of reporting we do prior to the meeting, and in the meetings, what we agendize. And we certainly collect data on a monthly basis and have a number of dashboard reports that we all look at to optimize media and make decisions throughout the quarter.

We can certainly include any style of reporting. I think it's a necessity now to sit down and revisit what you'd prefer to see, but yes, if possible, if we could take a vote today on

the media recommendation and then if that re-assessment can happen in the meantime before the next Commission meeting, we can give you as much data as you can handle.

MARSHALL: So you're asking the Board to approve a buy and we actually don't know how much that is. So is it possible to break it down? So, are you asking for a quarterly? Is it possible to break it down to monthly, so we can get some more information back before we move beyond that? You're asking us to approve and we don't have any numbers. And I know you have the numbers. I'm not – this was a lovely presentation. But the Board is asking for data to make decisions, and you're asking us to approve prior to having that data.

ROBINSON: Pam Robinson, this is for clarification, my perspective, because this is my second Commission meeting. Was the presentation that you brought to this, is this as a result of previous Commission action that this is what you were directed to bring back, and the package to put together?

NEBESKY: Correct. Yes.

ROBINSON: So, would it be – and this is not a motion yet, but appropriate to make a motion to support the buy based on the information that we've asked for and at the next Commission to re-evaluate the information we get with the new Director and how we go forward?

MARSHALL: What does the Board think about that? We are in this kind of transition period, right, where we're waiting for a new Director. You have a Board which is asking for data, but you guys are kind of, I'm sure, feeling like [inaudible] hello.

MILLER: Madam Chair? Madam Chair?

MARSHALL: Yes.

MILLER: So, if we were to approve it today, are we making the full commitment, or I think what the question is, if we come back three months from now, do we have the opportunity to hit a reset, or are we – is a motion today committing us for a full year?

MILES: Meredith Miles for the record. I will speak to – at least with – everything that we do is nimble enough to be evolving if it's not working, or if there was something, so we have components within our plan that are flexible in that regard, if there was something that there was a strong feeling toward wanting to step out of.

There are certain contracts from a media perspective that we would be moving on quickly. So, there would be things that would be actively running at the time that we might need to work through the nuance of if something were to shift. But again, to Brenda's point I think that an understanding of sort of what specifically you'd like to see from a data perspective, and what's most valuable to you, because we're happy to share that, and you know we want you to feel comfortable and confident in the decisions

we're making and the use of the dollars, so we're happy to provide that with your guidance for sure.

STOLDAL: Stoldal for the record. The point of process, we've got two demands of the Marketing Committee coming on Board. Does the Marketing Committee review this document in advance of the coming to the full Board?

NEBESKY: Brenda Nebesky, yes they do.

STOLDAL: And has the Marketing Committee given this Board a recommendation?

NEBESKY: Yes, it has.

CARANO: I have a question.

MARSHALL: Yes, go ahead.

CARANO: Cindy Carano for the record. This is based on our approved budget for 2020, is that correct? And so, today we would be approving, based on the recommendations from the Marketing Committee, the percentages of this bi basically, because that's basically all the information we have, that 45 percent would be going to video/audio, 50 percent to digital, and five percent to print in the content of your sampling media?

MILES: Certainly, Meredith Miles for the record. Well, I can let Brenda speak to the broader budget, there is a portion of the approved budget that is allocated for media and these percentage – the breakdown here is laddering up to that portion that is the number that is given to us. So, it is not a percentage of spend against the overall budget, but rather the component that is allocated for paid media; does that make sense?

CARANO: Yes.

NEBESKY: Brenda Nebesky for the record. The legislative budget was just released to us. So, we're in the process of finalizing our budget for FY20. I can tell you that last year, the entire media buy for FY19 was something in the neighborhood of...

KAWCHAK: It was 5.9.

NEBESKY: 5.9 which was allocated directly to Fahlgren Mortine to make those buys individually and then we can optimize and change that throughout the year.

So, yes, when we would come back in September, or even prior to that, if we can establish what style of reporting you'd like to see or you would like us to post, we can make changes to that Buy.

MARSHALL: Kate Marshall. I really liked Pam Robinson's recommendation, and I also perhaps maybe a written report from the Marketing Committee about – with the recommendation why – what it's based on, maybe that would add to the data you're providing us.

But if the Board feels comfortable with the caveat of making a recommendation to approve now, but knowing that in September things could change, right? We are in a period of flux, and that the Board is giving approval with the request that some information come in. If that's what the Board feels comfortable with, I would accept – I think Pam's motion.

ROBINSON: What do I need? So let me see if I can reiterate it.

MARSHALL: Yeah.

ROBINSON: What Kate said, you know. So, I would make a motion to approve the media recommendations that were brought to us today with the caveat that we have information and data that has been requested by the Commission for our next meeting, and that the only other addition is that we're not going against what the Commission has already previously directed to be brought towards the Commission. So we're not going backwards on information. Does that make sense? We can ask Sarah Bradley when we need her.

MARSHALL: Okay. Do you feel comfortable understanding what we're asking for? All right. Do I have a second?

CARANO: Second.

MARSHALL: Okay. Is there any discussion? Is the Board comfortable? Okay. Hearing none, all those in favor signify by saying aye.

GROUP: Aye.

MARSHALL: Opposed nay? Motion carries. I really appreciated your work. I know it's a new Board, so you know it's all good, it's all good.

MILES: Yeah, absolutely. We look forward to be able to have those conversations and help in any way we can to help make sense of the data as well. Thank you.

### **Creative Update – BVK Agency**

MARSHALL: Thank you Board Members, that was very good. Now, we're moving on to Agenda Item number G, Creative Update.

NEBESKY: For the record Brenda Nebesky. I'd like to introduce Kevin Kriene, the Creative Director for BVK, who is going to make a presentation regarding our new creative assets.

MARSHALL: Thank you.

KRIENE: Thank you, good morning. For the record, Kevin Kriene with BVK.

As Brenda mentioned, we are excited to be here today to share an update on progress with the creative campaign development. We are very quickly coming off of a shoot that took place in late April and early May. Today is about sort of sharing work in progress, it's directional in nature, and nothing is completely final at this point.

We will be building out much of the work associated with Fahlgren media campaign. And today we're specifically showing examples of TV, examples of print, and then some selections from photography assets that we have started to capture.

As a bit of a reminder, this creative campaign, the concept around it was reviewed and approved by the Marketing Committee as well, but just a level set a bit for those that are new, everything is anchored in positioning the work around the value of freedom. So when we think of freedom, not just freedom in the sense of physicality, or freedom to roam, and the road trip aspect, but really applying it as a human value what that represents to a mindset and to how that might resonate with those that we want to connect with on an emotional level, and not just on things to do and what to see.

That also ties to where the work had been right with "Don't Fence Me In". "Don't Fence Me In" is still a component of this, but we've evolved this to a platform that's really focused on connecting with a value, and we're using "Don't Fence Me In" in some cases you'll see as a visual element of the work itself, but then there will be an opportunity to use that in niche-targeted campaigns and specific messaging that's really focused also on Nevadans as well and how this represents their lives.

For timing and considerations with weather, the first round of the production efforts took place in the south and specifically areas that were in proximity of Las Vegas. Our plan is to now come back in September and have a shoot that takes place in the north. And by doing that, we'll have a really broad and deep range of work that's truly representative of the entire state and we can have a fully integrated campaign and showcase all of the diversity of the area and the experiences. Any questions?

CARANO: Cindy Carano. Are we talking right now about the content of your photo shoots? Are you going to go through that?

KRIENE: I'm going to go through some examples of what we're capturing, yes.

CARANO: Okay, I'll wait.

KRIENE: Perfect, great. First we have an example of a 30-second TV spot. TV in particular is intended to reach that higher aspirational level from a branding standpoint. Just a couple of caveats before I show this. This has not been color-corrected or final yet. Some the picture may change a little bit. The voice that you'll hear is directional in

nature, so it's a scratch track, meaning we haven't sat down and directed the read. The final spot will be a directed read.

And then lastly, the music you'll hear is to sort of establish tone and direction; we are cutting a specific track to kind of match this same vibe.

[Video Plays]

KRIENE: Okay? We also have a 60 second example. So, the 60 obviously gives us much more time to showcase more of the destination and the moments and experiences we're trying to capture.

As we think about moving ahead and the production efforts in the northern portion of the state, we'll be able to really round this out as a big brand, and dynamic spot that showcases all of these things.

[Video Plays]

Okay. We also have a few examples of the print concepts. Again, these are directional in nature. We've got many more assets to build out the print portfolio, but a few examples.

The first one reads "Blur the line between wander and wonder," and the body copy on this, "those imbued with a pioneering spirit know freedom isn't a feeling, it's a muscle. And there's no better place to exercise it, than the wide, open roads of Nevada." Wait, I'm sorry, I'm reading the wrong one.

What's even better than being able to hear yourself think, is being able to hear your kids think, which is easy to do in the other worldly frontier of Nevada. An alluring landscape that proves the most fulfilling parks for families are the ones without themes. And along the side, you'll see the visual element of "Don't Fence Me In" being retained. Yes, sir.

SPEAKER: [inaudible]

KRIENE: I was just mentioning along the side, we've retained the "Don't Fence Me In" as a visual element.

SPEAKER: I don't see that – oh, there it is, yes.

KRIENE: And this one really speaks to the road trip side of Nevada, and the headline here is "Go Ahead, Put Spurs to Your Soul".

And this one reads, "Those imbued with a pioneering spirit know freedom isn't a feeling, it's a muscle. And there's no better place to exercise it than the wide-open road of Nevada, the weirdest, wildest West, where chiseled mountains and painted skies are the only maps you need."

And then the last one is obviously Vegas, and the line here reads, "Rules Are More Fun to Break Than Make". "When it comes to pushing boundaries, some people are just better at it. Some places are too. But Nevada is not just some place, it's the weirdest, wildest West, where mavericks live by a code all their own, come and set yourself free."

CARANO: Okay.

KRIENE: And then lastly we also have some selects from the image library. We have dozens and dozens of shots, so this is just sort of a snapshot of some of that. It will also give you I think a good perspective on locations and experiences that we were able to capture in the south and then we can flip back and complement that as we build out plans for the North.

The first selects from Black Canyon. Again, a lot of what I think we're trying to accomplish visually is to move away from more staged and focused shots to really try and capture these purposeful moments and experiences that people have when they take these trips. Much about you know letting them kind of go free and capturing the right moment on camera.

And please, if you want me to stop on any of these, I will certainly do so.

And this particular shoot included a range of ages from the you know 20 and 30 somethings to couples that are in their 50s as well as you'll see some additional family shots as well.

Cathedral Gorge. Again, really trying to capture new assets to pay off and complement the road trip side of what we'll be promoting. And the families. And finally downtown Vegas which sort of focuses on the younger side of the scene. Yes.

CARANO: Thank you, that's where I would like to go back. Cindy Carano for the record. We have, and I'm not sure if you're aware, an issue in Nevada with sex trafficking. We have the highest propensity for sex trafficking in the nation. And Las Vegas is a crossroads for sex trafficking as is Northern Nevada.

I would like to direct the Marketing Committee and Travel Nevada to be very cognizant of what we represent as Travel Nevada. I know I am a 50 something, and I'm not your target market for that campaign in Las Vegas, however, I just really want to make sure that we know that we have to be respectful at all times for women and children in Nevada. We cannot, cannot promote anything that looks like sex trafficking and a couple of those images do to me.

STOLDAL: Stoldal for the record. I would have to agree. That one shot does seem to cross the line. The other ones are right up to the edge, but that one in sort of the bed scene, just sort of...

KRIENE: Oh, with a group of friends?

- STOLDAL: Pushes it a little bit.
- MARSHALL: Yes, this is Kate Marshall, it's interesting because yesterday when I going through this with my staff, I specifically said do you guys see that issue of sex? And – or I don't know how – my staff is going to be like you didn't know how to articulate these things correctly, but anyway...
- CARANO: They said no?
- MARSHALL: No. They didn't see it. So, they were like what are you talking about? And I was like – okay, never mind. But now you're hearing it, right? Again it's a matter of this respectfulness and boundaries and I don't know the creative is phenomenal, but you're getting this undercurrent, I think and maybe it's just a generational thing, but I wonder if you might take that back, and try to get some more female perspective on that maybe.
- KRIENE: Certainly. For the record, Kevin Kriene. Yes. And obviously we've had that perspective throughout the entire approach to shooting this. And I mean this particular work is intended to target a younger generation of millennial travelers who are coming to Vegas, and having fun as friends, and groups of friends, but certainly recognize if this is registering in a different capacity with some of you, we'll obviously keep that in mind.
- It's also, I think important to note that as we think about how and where these assets comes to life, they'll be targeted very specifically against these generational cohorts so how and where that may be used would come to life in a very different fashion if we're targeting you know a family traveler.
- CARANO: I don't care. I don't approve. Whatever generation, whatever demographic, I don't care. I don't approve of it, sorry. I look more conservative today than I really am, I just got back from New Orleans, and a bachelorette party, and we had a blast, but we didn't show breasts or our private parts. And even the 30 somethings didn't.
- KRIENE: Okay.
- SANTOS: I'd like to add something too, if I could, Herb Santos for the record. Going back even a little bit further, there was a tagline way in the very beginning, where something about breaking the rules is fun.
- KRIENE: Right.
- SANTOS: I'll put on the record right now, that I will never approve that type of tagline, and I'm just one vote, but that sends a message to anyone that when you go on a vacation you can break the rules, and I don't think any of our hotel partners would be too thrilled with that type of promotion, but that's just something I'd be totally against. Rules are rules, and it almost like we're saying if you come on vacation, we're going to give you a free pass to break the rules.

MARSHALL: Kate Marshall. I think what you're hearing is that there is a lot of sensitivity right now about Nevada's reputation in terms of sex trafficking. And when you combine break the rules with perhaps sexually more – you put the adjective there – shots, then you're seeing a heightened sensitivity here on the Board, that maybe that's – we would like a representation of freedom, of "Don't Fence Me In", but maybe not in that direction. So, I don't know what the Board would like to do. Yes, Cynthia.

MUN: So for me personally the images do seem provocative, but they don't offend me. However, I think the messaging together creates a picture. Love the freedom idea.

But then when you add the freedom with some of the images and this idea of it's okay to break the rules, then I think it opens up this whole area of lawlessness. Right? This idea of the lawlessness that Commissioner Santos was talking about. I think that's kind of the edgier end of it, and maybe that's what makes us a little hesitant, in that the freedom sounds great.

And I'm in my 50s. And basically the idea of having the open road, to be out there, to do what you want, but then to say you can break the rules. In today's sense there's this like scariness to that in whatever is going on in the world, and I think maybe that's what the hesitancy is, and then to know that in Nevada, we do have issues of being overly provocative.

But personally, the images themselves are not offensive to me. I do see it is having that fun vibe, but it does layer with the stuff going on, it might be a little bit over tipping.

NEBESKY: For the record, Brenda Nebesky. We obviously have to revisit the image selection and the copy related to downtown Vegas. I'm wondering though, if you have any objection to the images depicting them outside on the street as a group? If we retain some of those and revisit what we captured. I'm sure there are more images to choose from, with them walking around East Fremont and take a look at attaching copy to those images that might fit.

MARSHALL: I'm sorry, I'm sorry, Commissioner, just a second. But for me personally, I think it needs a redo, and that's the whole thing, come back with a new – everyone seems to like the freedom thing, but maybe come back with a new presentation where the freedom is not connected to breaking rules with some sexual proclivity type of thing, or whatever that word is. Anyway, Commissioner?

KROLICKI: Madam Chair I wholeheartedly agree with what you've just said, I don't want to pile on, You've thought about this hard. But just even looking at that picture, what have been the filters that have produced these images? I mean, who is this picture going to bring to Nevada?

I know you've talked about millennials and the specific targeting, but it just seems that image is much tighter for the targeted marketplace and I think a larger picture and capture the tourists that we want.

But could I just ask you know what went into that image being in front of us today? And Brenda, also, we talked about the Marketing Committee a little bit. I know we had our thing about a year ago or so, and we weren't properly noticed, and we had someone from Elko and someone else, but could you tell me who's on the Marketing Committee today, and if they've had a chance to look at these images, and is that part of the filtering that brings this to us today?

KRIENE: For the record, Kevin Kriene to answer the first question on this. This was particular casting around a group of millennial friends and really we let them just walk down Fremont Street, and be themselves as if they were you know hanging out, and doing what that group of friends do. It's one shot in many, many shots.

I think there is an opportunity certainly to take all of this into consideration and rework the visuals to kind of put the focus on just experiencing Vegas and sort of the outdoor focus of that and not the motel or the pool. And I think that the other kind of element that we can keep in mind is the headlines are also directional, right? So, none of that is you know set in stone. That was really the intent of coming here today. We have dozens of headlines that can work to I think speak to the value of freedom and what that represents for the mindset, that will work just as effectively as you know saying something like break the rules, which I understand and appreciate.

STOLDAL: Stoldal for the record, there's only one or two. There's only one or two of the images in here that I think that are really potentially offensive and maybe one or two words. I think that the images are outstanding with the rest of the...

MARSHALL: They are.

STOLDAL: They really get a sense of material that we haven't seen before, and I think will make Nevada stand out. This is not a criticism I don't think of the entire package. It's just the one or two things that crunch a certain way.

KRIENE: For the record, Kevin Kriene. Thank you. I appreciate it; we certainly love the photography, and the style that we delivered. We have dozens, if not hundreds of photos to select from. I am not at all concerned about being able to replace a handful that you're concerned about.

KROLICKI: Brian Krolicki for the record. You know and I'm doing the Herb Santos grandpa, perhaps on this. But you know, and I'm not a marketing expert, but I've been sitting here for 12 years looking at these kinds of things. There is a fine line between that creed of Nevada, "Don't Fence Me In", and some of your poetry was very similar in tracking that Nevada creed as we called it, when we rolled out, you know "Don't Fence Me In".

But that sense of adventure, provocative, you know making friends in a rugged bar, those images I still feel seem to be like a Burning Man crowd. I mean I'm a fan of Burning Man, I love it, it's an amazing event for the state.

Again, I know it's an important piece, but what kind of tourism traffic does that image bring to Nevada? I'm sure it's going to attract some but is that the theme of what we want to do and all of these images have a similar theme.

And you know we've already made it clear that some of them cross the boundary of suggestiveness and trafficking if you will. I know that's a heavy interpretation, but forgive me for that, but I'm still not getting this. If it's a segment that's really tight, I get it. But if this is a broader theme, and this is how Nevada wants to broadcast itself, I think the appeal is again, just tightly constrained.

NEBESKY: For the record, Brenda Nebesky. In answer to your question, Commissioner Krolicki, these locations and some of the images were inspired by our Neon to Nature road trip, which begins in Vegas, and then loops around some of these outdoor state parks, and the availability of the outdoors in proximity to a trip to Vegas. And within that, we also, which Kevin has explained, wanted to capture different audience or depict different audience segments, so we have a family, we have a couple, an older couple. Within Vegas we wanted a younger friend group, and I am understanding if these images are too edgy, we'll revisit, and I completely understand that criticism. But that was our thought process behind the location selection.

MARSHALL: Okay, Kate Marshall – oh, sorry, go on Commissioner Mun.

MUN: For me, I thought those images with the millennials – when I look at them I see it as vibrant. I see it as exciting. I see it as inspirational. I do see it as fun that we are trying to attack a certain demographics, a target market.

For that group, I do see it as current. I do see it as trending. I do see it as something that is prevalent in other regions as well. So in that way I think what we're saying is the art direction is beautiful, that the talent that you selected is also on target for the crowd that you're trying to attract.

I think what we're trying to say is that we're not sure, because it hasn't been presented saying hey this is for this target group. And this one is for that target group. So, maybe we haven't connected it all together and since you have a lot of content assets that you know can kind of go through them again. But I do think the art direction is beautiful.

KRIENE: Thank you.

MARSHALL: All right, so Kate Marshall. First off, I think everyone recognizes your incredible talent. I come from a family of artists, and they would be like he brought your attention, that's what art does. I think they're just worried about the messaging with a provocative

nature, I think I used the wrong term last time. And you seem to have a lot of these wonderful photos.

Would it be okay for you to come back? I know there was some question about whether you could bifurcate it, but would it be okay for you to come back, would you mind doing that?

KRIENE: For the record, Kevin Kriene. No, no problem finding suitable imagery to replace... I mean it's pretty clear what I'm interpreting as the concerned shots, so we can share that with Brenda and team and then figure out how to get that in front of you.

MARSHALL: Okay. Great. So, is that okay with Board, if we just wait on this particular Agenda item? Commissioner?

ESTIPONA: Edward Estipona, I just want to say yes, I think the images are absolutely beautiful. I think my only concern, I mean I didn't see some of the things, now that some people are pointing it out, I can see where some of these images are leading into some of what people are saying that could be a little risqué or pushing the boundary so to speak.

I think my concern is when I look at you know we just heard the media plan, and I heard cultural affairs and there I didn't see – I see a lot of the outdoors, which is wonderful, again. Because I think when we're talking about rural Nevada, it's just so much the outdoors.

But I see a little bit more of the other end, which is the uncharted experience junkie, I think – I see images there, but I didn't see images, and again this is a small sampling that just started, and I get that. But I do want to just point out that I would like to see more things within the cultural tourism, because that is one of the target audiences specifically from the media buy. I don't want to discard that part.

They've shot like – I've done a bazillion photo shoots, and there is a lot of photos out there that are less risqué so I'm not afraid that – I don't think we have to go back and re-shoot. I think it's just about finding the right ones that makes and again, for the rule-breaking, I know where you were going with it and I really appreciate it. I think Nevada being the reputation that we have, I think we want to make sure that people are really breaking the rules. They wanted to do it in a legal way.

Not the – the laws, yeah the legal way is probably the best way, but rule breaking yes, I think we're independent in spirit, and I love that. I just think it's just dialing in that language, thank you.

SANTOS: When I asked to replay that one commercial, it's because where I thought the person said way the bad "s" word. Maybe that's good, because it made me pay attention to the commercial, and maybe that's the intent. If you go back to that one last picture too, there was something else I was going to bring up. Those folks are supposed to be visitors from out of state, right?

- KRIENE: Right.
- SANTOS: I would just maybe Photoshop the license plate, so it's not a Nevada license plate, it's some other state. Maybe if you had like a California, show the Californians are coming over.
- KRIENE: It's...
- SANTOS: Is it? Okay, I thought it was Nevada. And then the last thing, I'm not real touchy feely about referring to us – or referring to an area as being weird...
- KRIENE: Weirdest.
- SANTOS: Weirdest, and so that was something that just didn't make me fuzzy, warm inside. I don't know maybe – just my thoughts.
- KRIENE: Thank you, Kevin Kriene for the record. First, the cultural side, totally agree and understand as we kind of were focused on jump-starting a production and getting work in market without having to wait another year, we were very focused with what we could get. Circling back to the North now we've got specific perspective on making sure that we can check off the cultural side as well.
- Then also just to recap, the whole idea of the traveler journey is they're making a decision in that process. There's going to be kind of the bigger brand hero opportunities of print and TV and then we can get very specific with niche targeting on specific messages and cultural elements to completely focus on what they're looking for as they take that path closer to a trip.
- ESTIPONA: Edward Estipona again. Again, when we're doing print ads specifically to *Sunset Magazine* and *Traveler Magazine*, I just want to make sure we're using the right images, because some of them again, they're going to be using so many different media, I just want to make sure that we are getting that older demographic for those magazines, because it speaks to them a little bit more.
- But you know again, I think you did excellent work and I think everybody here agrees with that, so I think what you're hearing is just a sensitivity to some of the things that living here, we experience it, so we're – you know but you did excellent work, so just take that.
- MARSHALL: Okay. I think you have your direction and I know we talk about North and South, don't forget Central and East, right? We look forward to seeing what you have, if that's okay with the Board, okay? All right.
- CARANO: I have one question. I know that we are asked for possible action here today and similar to the last presentation, if we were to redirect this to the Marketing Committee, and

unfortunately I don't think anyone here is on the Marketing Committee today, represented? That's unfortunate, but you're on the Marketing Committee, right Brenda? Okay, good. I'm wondering if we could redirect this to the Marketing Committee for final approval. I don't want to hold you up. We are not meeting until September, so that's what I'm concerned about is your timeline, and making sure that Travel Nevada doesn't miss a quarter.

MARSHALL: That's a good point. What does the Board feel about that? Would you be willing to forward this to the Marketing Committee to work with you? I think you're there, but anyway forward this to the Marketing Committee so that you guys can move forward? What do you guys think about that?

KROLICKI: With our concerns?

MARSHALL: Yeah.

ROBINSON: This is Pam Robinson. Because I think we have to really mindful and careful that this Commission directed the Marketing Committee to do certain things, and approved, I don't know that the content was approved, but certainly the context of what the Marketing Campaign should look like, so that everything can't go back to zero, and that it's clear where the concerns are.

MARSHALL: Let me see if I can take what I'm hearing from you guys. What I'm hearing is that the Board would like to direct the Marketing Committee to take our concerns about the breaking of the rules with the sexual provocativeness and concerns about Nevada being a sex trafficking magnet, which we don't want, and take those concerns to the Marketing Committee to allow – what's your first name?

KRIENE: Kevin.

MARSHALL: I'm sorry, to allow Kevin to re-present a deck to the Marketing Committee which they could approve base on our concerns, does that sound like what you guys are saying?

SPEAKER: Yes.

MARSHALL: Good? Okay. If someone wanted to make that motion, then I would entertain that.

SANTOS: Herb Santos for the record – is if the Marketing Committee does come up with whatever the final package is, should we delegate that vote to them to approve it on behalf of us, or should it come back for us for one final and I realize you have a timeline, and maybe suggest...

MARSHALL: So, do we have our counsel here? Normally, a Board can delegate in certain instances, but I'm not familiar with the regs for this particular agency, so can we delegate to the Marketing Committee?

LONG: Hi, this is Sophia Long in Las Vegas from the Attorney General's office.

MARSHALL: Great, thanks.

LONG: Yes. So, if you want to delegate to the Marketing Committee to approve, that's fine. Again, you just need to vote, or if you want the final say, again, the only thing I hear is that you're on a time crunch in order for the full Board to approve. But yes, if you want to delegate to the Marketing Committee.

MARSHALL: We can delegate if you like, or we can delegate and ask to come back. It's up to the Board what you guys want to do. Note their time issues.

SANTOS: Herb Santos for the record. Would it be possible to get the report back from the Marketing Committee and for us, instead of putting this off until September, having a noticed telephone meeting, where their product is provided to us and we just have this sole agenda item of approving it as a Board?

NEBESKY: For the record, Brenda Nebesky. I believe we could provide the outcome from the Marketing Committee to you individually, is that correct?

MARSHALL: I think what Commissioner Santos is asking is whether the Marketing Committee and Kevin could get together and come up with an amended and edited version, and then whether the Board would by telephonic conference approve that. Is that possible within your timeline?

NEBESKY: It will be, yes, if that is the direction of the Commission, yes we will.

MARSHALL: So the Board, it looks like you have a couple options here, you can do that. Or you can simply delegate to the Marketing Committee, it's up to the Board what you guys feel comfortable with.

KROLICKI: Madam Chair.

MARSHALL: Yes.

KROLICKI: I would be troubled if we did not have some final say on the outcome of these efforts. But you know, the Marketing Committee – they're the Marketing Committee, this is their expertise. And we again don't have representation from this Commission currently, but I would like you to remind me if possible, who those members are. But let them do their magic. Let them go through their filters. It has to be a noticed telephonic meeting, but I think the feedback from this Board on whatever the Marketing Committee and staff and other you know gifted people you know bring back. But I think we need that sign-off. I wouldn't want to relegate that you know and proceed unseen.

MARSHALL: Okay. So, if the Board's comfortable, I'll accept a motion to delegate to the Marketing Committee and BK Creative, did I get it right?

KRIENE: BVK.

MARSHALL: BVK, okay, to edit and amend, come back to us and we'll have a telephonic meeting for final approval.

STOLDAL: Just one process question. Is the Marketing Meeting a publicly meeting, posted?

NEBESKY: Yes it is.

STOLDAL: Okay, thank you.

NEBESKY: And in answer to your question, Commissioner Krolicki, the current members are as we just added Deny Dotson, Fletch Brunelle, of the LVCVA, Jennifer Cunningham, the Vice President of Marketing for the RSCVA, Kristen Windbigler, the Director of the Western Folk Life Center and Carl Ribaud who is the Director of the Reno Air Services Committee and his own consultancy.

CARANO: Cindy Carano for the record. I would like to make a motion to redirect this presentation and the content of the creative to the Marketing Committee for them to quickly turn around the content to the Commission for a telephonic meeting to approve.

MARSHALL: Okay. You're comfortable?

KRIENE: For the record, Kevin Kriene, yes. Thank you.

MARSHALL: Okay, we have a motion, do I hear a second?

SANTOS: Second.

MARSHALL: Okay. We have a second, any discussion? Okay, all those in favor signify by saying aye.

GROUP: Aye.

MARSHALL: Opposed, nay? All right, motion passes, thank you very much.

**Agency Reports**

MARSHALL: Okay. So we're moving onto Agency Reports, H. Are those just for our review? Is that what's going on there?

NEBESKY: Yes.

MARSHALL: Okay. Do any Board members have any comments or questions on the Agency Reports? If I could just bring up a couple of things then.

NEBESKY: Well, if I could Lieutenant Governor.

MARSHALL: Oh, yes, go ahead.

NEBESKY: The quarterly staff update, which is provided in the packet, I do have the Travel Nevada's Directors present, if you have any questions about the quarterly update, which addresses everything that transpired in the prior quarter.

I also, under this item wanted to announce the promotion of Christian Passink as the Director of the Sales and Industry Partners Group. Many of you are familiar with Christian. Christian was the Rural Programs Manager for many years and has since been the Market Manager for Europe, Germany, the UK, and France, and so we're very proud and happy to have him take the leadership of the Sales and Industry Group and Christian if you want to stand up and take a bow. [Applause]

We also have just quickly, Bethany Drysdale, the Director of the PR team would like to show you a video that kind of highlights all the amazing stuff that PR has done in the prior year.

DRYSDALE: For the record, Bethany Drysdale, just very briefly, a lot of what we do with traditional PR, we're doing now, and we'll see the results in six months, a year from now, so as you see in your reports, there are clips that may have been planted six months ago.

I wanted to show just a highlight reel of what we've been doing for the last year. We're wrapping up a fiscal year, so what we did over the last fiscal year, and you will be seeing those results filter in over likely the next fiscal year, so with that, just a quick video.

[Video Plays]

So, with that, no action needed, just wanted to share a little bit of what we've done over the last fiscal year.

MARSHALL: Okay just a couple of things you know going back to the data collection. For example, I don't see anything in here on the Miss USA stuff that we did, which maybe next time the Board could just get an update of how...

NEBESKY: It is included in the quarterly report.

MARSHALL: Okay, sorry, my fault. I would like to see again, like you know, when you talk about you did a program that had 3,800 hotel room nights, of which 118 were generated outside of Las Vegas. Again, some context of was that successful and why are those numbers successful, you know what I'm saying? Like what was your goal? Did you surpass or meet the goal, how did that – do you know what I'm saying? Just some data, and then there's the number of contracts we talk about that are approved here again, I don't know who was competing. I don't know what the bids were, and all I know is that what the Committee's decision was.

The one thing I do want to say is that there was an MOU with BLM. Having worked with BLM, you're a miracle worker, so that's great. You guys did a great job. That was really good. I wanted to congratulate you. You know it was pretty impressive. So, just some things and then the annual report, fiscal year '18 Annual Report, is the Board given a copy of that report maybe?

NEBESKY: Yes. We have a digital version posted, and I believe it was included in the last meetings packet. Yes, it was.

MARSHALL: Okay, thank you very much. I don't think there's any action on this item, right? It's just your Agency Reports, is there action needed? No.

NEBESKY: If you'd like, because it is not included in the packet, I can speak to some of the upcoming activities, some of the travel schedule, the Sales and Industry Partner's team will be attending the Brand USA Japan, Korea Mission in July.

Also, the LVCVA Mission to Australia and to Latin America. We have a domestic event we're attending in Louisville. We will also be attending the Active America China Receptive Event. There's a Fam Tour that takes media I believe on our Tahoe Loop road trip. And then also I may have mentioned already the Brand USA Sales Mission to India which will take place in September. That's just an update.

MARSHALL: Thank you. So, let's see where we now.

KROLICKI: Madam Chair, just a quick question on the international. What's the status with those RFPs, Brian Krolicki for the record? And we had half a dozen or so different reps positions up for the international, but could you give us an update on where we are in the process?

NEBESKY: Well, we had six of the nine contracts go before the Board of Examiners just last week and those were approved. We have four-year contracts in place for Germany, India, the UK, Australia, France and Canada.

MARSHALL: One of the things that I've noticed is that because they're on a four-year contract and because some of these Board members, the way the Board terms of office are set up, is that you get new or relatively new Board and then the contracts are approved, and then the Board has no oversight for four years.

So the timing is sticky, because the Board hasn't really gelled enough and figured out its path enough to then be able to say this is what I want to see. This is what's important to me. I think that will probably come up, and we'll probably have to be working on that, you know what I mean?

NEBESKY: Yes, it can be part of what we revisit in terms of what we present to the Board. I'm not sure the RFP process and those contracts have come before this body prior to approval by the BOE.

- MARSHALL: Okay.
- NEBESKY: But we can talk about the contracts in the future and How we present them to you, yes. Absolutely.
- MARSHALL: We can figure that out, okay.
- ROBINSON: I think that that's based on the purchasing process of the State. I don't think that we have the ability, and our DAG can tell us differently, as a Commission to change what the purchasing process looks like. I don't think we have the authority in here – we can look at them, but I don't know that we have the authority to change that.
- NEBESKY: Correct.
- MARSHALL: You may be able to provide input though.
- ROBINSON: Yes.
- MARSHALL: Okay, so let's see we're moving then, the Board's okay, upcoming meetings. We have a meeting set for September 24<sup>th</sup>, and a meeting set for December 11<sup>th</sup>, hopefully that's enough time.

#### **Commissioner Comments**

- MARSHALL: Moving then to Agenda Item Number J, Commissioner Comments. One of the things I wanted to note was last time at the last Board we had a presentation by *Nevada Magazine* which I think was very appreciated by the Board.
- If we could get presentations by the Division of Museums and the other entities that are under the Board, or that the Board looks at, in addition to tourism, I think it would be very, very informative for the Board. So, maybe adding in next time another Division to come forward and to present the Board just an overview of what they're doing, I think that would be helpful.
- NEBESKY: For the record, Brenda Nebesky. We do have the other agency's report to the Tourism Commission, and it's just a matter of scheduling it. They do so at least once a year. If you'd like to do a rotating presentation with an Agency each time, or once...
- MARSHALL: Yes, maybe, we can work on that, maybe that would be something. Okay. Are there other comments by other Commissioners before we move to public comment?
- KROLICKI: Madam Chair thank you. You know because this is the end of our formal meeting, and we go to the interview process this afternoon, because it's the regular meeting, I do want to note of the passing of Tim Maland who was a profound man and walked around joyfully. He was a tourism professional, and he was the Director of this Commission for

some time. Again, he was an absolute pleasure, always willing to do whatever it took to make things happen.

Even when he left his position here, he was always there for the Commission on Tourism, and whatever we needed. I just want to note that Tim passed, and we will miss him dearly, and he was extraordinary, thank you.

### Public Comment

MARSHALL: Thank you, that was very lovely. All right, moving then to Public Comment. This is the second time we have Public Comment. Is there any Public Comment in Las Vegas? Any Public Comment in Carson, other than people getting off the phone? Okay.

All right, guys then I can take a motion to adjourn, before we come back. What time are we supposed to come back Brenda? What time is it now?

NEBESKY: Currently 11:22, we're scheduled to begin interviews at 1:00 o'clock.

MARSHALL: Okay. I know some people have planes and things and I see someone here who has driven in from Tonopah. Is it possible to take an hour break and move the interviews up, so 20 to 12 – 12:30, is that possible? What does the Board think about that? Does the Board feel comfortable with that?

STOLDAL: Well, just the question would be legally whether we've got a...

MARSHALL: Sophia?

LONG: Well, normally it would, but you do on your Agenda have it scheduled for 1:00 p.m. So, since it's printed on your Agenda, we should start it at 1:00 p.m.

MARSHALL: Okay.

WILSON: Kate Wilson for the record with the Lieutenant Governor's office. I would ask that the members be back probably closer to 12:30, 12:45. If we get started in our seats at 12:45 just have a quick discussion before the applicants arrive, but the first one will not be here until 1:00 p.m., and we've asked due to open meeting law, that people do not come early, so that they do not overlap on other people's interviews.

We do have to start at 1:00 p.m. but would ask that you guys be back in your chairs at 12:45 for a quick update, before people start.

SANTOS: Herb Santos for the record. I don't think we can do that under the open meeting laws, we can't meet as a group, unless it's posted. So, I think we have to start at 1:00.

MILLER: Madam Chair? Could we simply recess until 12:45? So, do we have to adjourn, or can we recess?

LONG: No, you can recess.

SANTOS: Till 12:45?

LONG: Yes, till 12:45.

SANTOS: Okay.

LONG: And then the interviews will just start at 1:00.

MARSHALL: Thank you Commissioner Miller, that was great. All right, so I will entertain a motion to recess until 12:45 if the Commission would like to do that.

MILLER: So moved.

MARSHALL: All right, do I hear a second?

SPEAKER: Second.

MARSHALL: All right, any discussion? Oh, you guys are great. Okay, all those in favor signify by saying aye.

GROUP: Aye.

MARSHALL: Opposed nay? We are in recess until 12:45, thank you very much guys, I know this was a little bit long, so I really appreciate it.

## **RECESS**

MARSHALL: Okay, the meeting will come to order (12:47 p.m.) I know there's a lot of questions but let me have Kate Wilson go over what we believe the process to be and then if you can articulate the questions you might have for Counsel, we will ask Counsel when Counsel gets here.

I just want to make sure Brenda, can you tell us whether we have a quorum right now.

NEBESKY: Yes, we do.

MARSHALL: We have a quorum right now, so Katie, go ahead.

WILSON: Kate Wilson for the record with the Lieutenant Governor's Office. In front of the Commissioners and I have a packet for you, sorry, I didn't see you when you sat down, there are a list of questions for each of the interviewees. There are four individual sheets that you can fill in thoughts on each of the candidates. Then for seven of the

Commissioners up there, you also have a question, highlighted, on the top of your packet and that will be your question to ask each of the interviewees.

According to the DAG, we do have to ask each of the applicants the same questions, just so we can compare them, you know equally. If there are any questions on that process, please let me know. I will get those packets to you in just a second here.

CARANO: I have one question. I've been told at lunch, well I knew earlier that one person had dropped out of the running but who are we interviewing? Are there two people?

WILSON: The only one who has dropped out, I got an email from them yesterday, that is in your packet, is Yan, I'm going to butcher the last name, I'm so sorry.

CARANO: So, we do have 1, 2—

MARSHALL: We have four.

WILSON: Yes.

SPEAKER: [inaudible, off microphone]

WILSON: There were six. One of them received a job offer and one of them removed their name.

SPEAKER: [inaudible, off microphone]

WILSON: Yes, I believe they're in order in the Agenda.

CARANO: Are any over the phone?

WILSON: No, they're all in person.

DYKES: Commissioners, this is Dee Dykes. Just want to let you know, we are being recorded now, so please make sure your microphones are on and you state your name for the record. Thank you.

MARSHALL: Oh, you know what, I think—Kate Marshall for the record, I'm the worst offender on the stating the name. I apologize. Okay. So, Kate Marshall for the record. I just want to tell the Commission, when I have had to do this in the past, and it's been open meeting to look at candidates and things like that for a particular position, it has been the case, like Katie was saying, there are a set of questions which must be asked each candidate.

After that, Board Members are free to ask any candidate questions that come to their mind. After all the candidates have presented themselves and all the questions have been asked, then the Board has to enter into discussion as to what they want to do. I know that there are some questions about whether or not we can go into a closed meeting. I will tell you that no closed meeting has been agendized. Normally closed

meetings must be agendized and normally, in my experience, but we will ask the lawyer, they are only in instances where you're concerned about potential litigation. We do not have agendized on here that we are going into closed meeting, but we will ask the lawyer because that is not—I think that would be the best thing.

I know there are also questions as to how you, as Board Members, identify three people for me, to then take to the Governor. In the past, it actually has kind of floated naturally and then someone on the Commission will make a motion for a particular three. There might be a little more discussion and then it goes through. It's actually been quite—you've seen this Brian, you know, it somehow happens quite organically. Although, when you haven't done it, it seems like, how can this possibly work?

I know you have questions about whether there are other ways to do it and so we're just going to wait for Counsel to come to do that. This is an open meeting, which means that any of the candidates—we have asked them, as a matter of courtesy to remain outside, but anyone can come in and sit and it's an open meeting, right? Okay. All right.

ROBINSON: Pam Robinson. After all four interviews have taken place, will the candidates then leave so that—I mean, I know it's an open meeting and anybody can be here, but—

MARSHALL: They will be given the option. We can ask if they would wait elsewhere or if they want to go home or whatever, but they are certainly given the option to stay and watch the deliberations.

ROBINSON: Okay, thank you.

KROLICKI: Madam Chair, a question on the notes. I've seen it done both ways, but if we write on these pieces of paper for the different candidates or in our book, is that something we hand in and that's part of the public record? Do we keep them private? I've seen it—I've seen these notes—

MARSHALL: Kate Marshall for the record. We can certainly ask Counsel. As long as notes are not shared with the entire Board, I don't think it is, but we can ask Counsel.

Hi, how are you, thank you. So, I think there's a couple questions to ask you. I will try to put those forward, but Board Members may be able to shed more light on them. The first question is whether or not after interviewing the candidates, the Board can go into closed meeting to discuss the candidates. The second question is whether the Board, in discussing candidates, each Board Member can write on paper their top three and then I, as Lieutenant Governor, can tabulate those and announce the top three. The third question is whether or not notes taken by any particular Board Member during the interviews would become part of the public record.

LONG: Sophia Long, Deputy Attorney General, for the record. To answer the first question, the Commission cannot go into closed session in order to discuss the candidates. Everything has to be done in open session. That's pursuant to NRS 241.0304(d).

I'm sorry, I remember the third question. So, if you write something down, as long as you're not sharing it with the rest of the Board, those are your own notes. I just assume most of the things you write down, you'll probably just put on record anyway, verbally.

And, I'm sorry, the second question was?

STOLDAL: The second question really is the issue of, if I remember correctly, the way we did it previously was the candidate came forward. We asked all the questions as we're doing here. The candidate left, took a break, next candidate came in. At the end of the interview, we then went around and each Board Member came and publicly said, this is my reaction to each of the candidates. They didn't specifically say, this is my number one candidate. Then there was a brief amount of discussion. Then we each wrote down from 1-3, the candidates we thought were the top three in priority order and gave that to the Lieutenant Governor, who then tabulated the issue. So, that's one question. If you can grab on to that, I have two smaller questions.

LONG: Sure. So, each Commissioner, if they have their top three, they should put on the record who their top three is instead of sending a list to the Lieutenant Governor and then she announces the top three.

STOLDAL: Well, there was discussion by the DAG at that point that there was some liability potentially and also dealt with the issue of notes, that each individual Commissioner had the potential of having some negativity sent towards them. The decision was, we would write it down in sort of a secret ballot. The ballot would be tabulated and then the final count was done. Can it be done that way as well?

LONG: I would not recommend that, only because again, as far as the Commission Meeting, everything should be transparent and that includes each individual Commissioner's top three candidates, I guess.

STOLDAL: The second small questions are, if at the end, we only find two candidates that are qualified, are we forced to send a third?

LONG: I would send a third because the statute does read the top three candidates.

STOLDAL: So then we would send over somebody we didn't think is qualified. Would we have the option at that point to say, we don't have a top three, we need to start all over again?

LONG: Sure whatever is the Commission's pleasure. So, if you only find two and want to interview for a third, that's fine, or if you only find two and feel the need to send, maybe an alternate or something. And, when you send over the recommendation to the Governor, the third candidate, I guess, could state that as well.

MARSHALL: Kate Marshall for the record. Remember Commission Members, you are actually sending the recommendation to me and then I submit it to the Governor. I will know

what your preferences were and what your thoughts and discussions were because I'm here. When I then forward to the Governor, I can relay your impressions. I will be sitting here listening to your deliberations.

SANTOS: Herb Santos for the record. I actually had a situation like this when I was on the judicial selection committee a long time ago. And we only had three applicants and there was that same question, what if we don't think any of them would be a good candidate for submission to the Governor for a District Court Judge. What we were advised at that time was, the statute says the person must be appointed from a list of three people. So even if we only thought there was two, we were still required to submit three names to the Governor.

I think that is the way this 231.210 is, it says, it must be appointed by the Governor from a list of three persons submitted to the Governor, by the Lieutenant Governor. I think we're required to do three, even if we think there's only two.

STOLDAL: The asterisk to that question was, do we have the option, if there's only two, to say wait a minute, we want to start this process all over again. How would we legally be able to say, none of the candidates really fit what we think is a very, very important job, we want to start all over again. Do we have that option?

LONG: Yes, you have that option. Yes.

STOLDAL: Thank you.

SANTOS: Herb Santos for the record. My second question is, I'm trying to get to that code section that you we referring to, the 241—whether or not we can go to closed session. If we want to discuss the character of any person, it does not allow us to go to closed session to discuss that?

LONG: Normally it does, however, the exceptions are, if you're looking for a position for a public office or a public body, in other words, a public officer. Does the Commission have any more questions?

SANTOS: Herb Santos for the record, is there any recommendation you give to us with regard to parameters of that conversation? For us to have a candid conversation about applicants, are there any parameters that we should be aware of, in terms of any type of liability for any statements of a person's perception of someone, as how they present, anything like that? I just want to know whether or not we should have any parameters on what we can discuss.

LONG: I just think there should be two types of questions you should stay away from. Of course, you know, the first one of course is any sort of Title 7, discriminatory questions. The second one is questions regarding a person's criminal history background. There was a law that was recently passed that if anyone is applying for a state position that

questions regarding a criminal history would be asked not on the application and not in the initial interview.

However, it doesn't mean that the Commission cannot disqualify a person because of a criminal history background. It just means it just can't be asked on the first round of interviews.

STOLDAL: But if the person simply was fired from a job, we could ask that question.

LONG: Yes.

STOLDAL: Thank you.

MARSHALL: Okay then, if there are no more questions, you guys ready?

CARANO: Oh, one more question.

MARSHALL: Okay, go on.

CARANO: I worked with one of those candidates. Do we have recuse ourselves if that is the case?

LONG: Were you a supervisor of the candidate?

CARANO: No.

LONG: Do you have an economic interest with the candidate?

CARANO: I do not.

LONG: And, are you related to the candidate?

CARANO: I am not.

LONG: Then, no.

CARANO: Great.

MARSHALL: All right then, if you could bring in the first candidate Katie. Kate Marshall for the record. Oh, I forgot to tell you guys, I was thinking that we would let the candidate provide their own introduction and then do the questions and then let them provide a conclusion, if that's okay with people. Okay.

**Applicant Demea Metcalf**

METCALF: Hi, I'm Demea Metcalf.

MARSHALL: Hi. Good afternoon.

METCALF: Good afternoon.

MARSHALL: My name is Kate Marshall, I'm the Lieutenant Governor of Nevada and this is the Tourism Board, which I presume you're aware of, but I want to welcome you. Just to give you a sense of what's going to happen. We're going to ask you to provide an introduction. Anything you would care to say in a few minutes. There are a set of questions that every candidate will be asked. I'll probably go from right to left or left to right and let the Board Members ask those questions. Thereafter, they can follow-up on anything that has come to mind that they would like to ask. When they are finished, we will ask if you will make some conclusion remarks and of course, anything that you wanted to know. Does that sound good?

METCALF: Yeah, perfect.

MARSHALL: Go for it.

METCALF: Thank you. So again, it's Demea Metcalf, it's kind of hard to say so I'll say it again, Demea. I am looking forward to speaking with you today. I came over from California, your neighbor. I have been in hospitality for 17 years. Before that, I had gotten a bachelor's degree in Information Systems, so I was a Microsoft Systems, on my way to Microsoft Systems Engineer and I decided to start a family.

When I came back after two years of staying home with my daughter, I didn't find welcoming arms in the technology field. I went over into hospitality and I haven't looked back since. I started out as a call center representative in Dallas for Hilton Worldwide Sales. I worked my way up through that office into Hilton Direct where I did group sales. Then I moved out to California. I've always had family in California that I visited, and I started on property because they always say, you can't get further unless you have property experience. I did work through three properties until I found myself in the actual tourism portion of travel. I was at the Greater Irvine Chamber of Commerce with Destination Irvine for three and a half years, prior to Visit Visalia, where I am now Executive Director.

I did finish my master's degree in Tourism Planning and Development in 2017. After that, I started looking for opportunities to move up. There weren't any really in Orange County that I could find and of course, folks may or may not see potential in you, they can't see past what you're currently doing for them. I did leave the area to be able to move up and become an Executive Director.

It's been a great year. I've learned everything. I do everything for the small non-profit. I have a team of three other employees, and I do everything from the books in QuickBooks and take out the trash and strategic plan and whatever it takes to make it run every day. That's kind of me in a nutshell.

MARSHALL: So, why don't I start, Cynthia?

DELONE: [off microphone]

MARSHALL: Commissioner DeLone, do you have a question?

DELONE: Welcome Ms. Metcalf.

METCALF: Thank you.

DELONE: I like Visalia, you come from a nice little community there. You're currently employed, is that correct?

METCALF: That's correct.

DELONE: Tell us why are you looking to leave your organization?

METCALF: Basically, I want to grow as much as I can, and this would be a pinnacle career move in order to keep going in my tourism career path.

DELONE: Upward mobility.

METCALF: Absolutely.

DELONE: Okay, thank you.

MUN: What can we expect you to do in the first 100 days?

METCALF: Right. I've already been looking at, kind of your budgets and things, they look kind of like they're set, your new Governor has some great things that he says in his letter. I would probably have to familiarize myself with the different aspects of it. There are so many, since you're over different, you know, the Indian Commission, the Arts Council, the Museums, you know, so how that all integrates together, and I probably want to study and look see what tourism factions are missing.

So, for instance, I don't currently see like a focus on eco-tourism. There's also possibly entrepreneurial tourism that you could—I know the Governor wants to be diversifying some of the industry that the State relies on for funding and to attract people and companies down to the State of Nevada. You know, have them come stay for two weeks, see what the lifestyle is like. See what it would be like to have employees in the area. I think that could be an expansion as well.

I would probably of course, get to know the team, see what all their strengths are. I would probably since I'm such an essentialist in making—well, for instance, in my own office, there were a lot of things that they weren't doing that they could do better, in order to streamline things, so that they could run at peak efficiency with such a small

team. There was some change around a rearranging of things. I'd probably look and see if there were any things like that that I need to do.

Of course, just integrate quickly and be able to, you know, start making those connections with the rest of the State.

MUN: Thank you.

ROBINSON: Welcome to Nevada and Carson City in particular.

METCALF: Thank you.

ROBINSON: Interested in the number of staff that you have managed and that you're directly responsible for and also any direct reports, like department heads and that that have answered to you.

METCALF: Yeah, so in both of my tourism positions, they've been fairly small. In Destination Irvine, I hired a Sales Sports Manager and then, grew him into a Director of Sports Sales. I also in this role have had a Director of Marketing, a Director of Sales and a Visitor Services Coordinator. Still moving up the ladder and just have had four, you know, three direct reports so far.

ROBINSON: Thank you.

DELONE: I have a follow-up question to Commissioner Robinson's which would be, you have three direct reports which is, the average number you have been responsible for. How many total then employees?

METCALF: It's four on the team.

DELONE: Four.

METCALF: Including me. Yeah.

DELONE: Thank you very much.

MILLER: Thank you. And welcome Ms. Metcalf. I realize you already touched on some of this in your introduction and even in some of your responses to questions, but we'd like to give you an opportunity to please explain a little more your experience in hospitality or destination marketing, with a focus on what would you describe was your best marketing win?

METCALF: Let's see. I've just gone through two organizations that did a rebrand and a refresh. The Irvine Chamber went from Irvine Chamber to Greater Irvine Chamber and so we had to match Destination Irvine into the new brand. Then, Visit Visalia has the funding now to be able to have an Executive Director. This is the first time that they've had one.

They had funding just from the City, a city contract and now they have an assessment for a Tourism Marketing District through the hotels.

Now I've gone through a whole other rebrand and refresh with the Visit Visalia brand. The logo is award winning in the marketing world. It looks great. It gives a geographical sense of where Visalia is because it has the mountains in the back. It's very friendly, warm, kind of red/orange color. I felt like I was instrumental in helping grow the Visalia brand outside of just being a gateway to the Sequoia National Park. So I feel like, that's probably one of my biggest wins so far. Yeah.

The second question?

MILLER: And was there anything you wanted to add about your overall destination marketing or hospitality experience?

METCALF: Oh yes. So with hospitality, I've been in business travel sales, mostly on property side, for over the six years in the property experience that I have. Business development comes second nature to me.

Under Linda Demario, who is the Executive Vice President of Economic Development and Tourism at the Greater Irvine Chamber, she mostly mentored me and you know, I understand everything about economic development from her as well and how tourism fits in there. She's a Presidential E-award winner, so I feel like I studied with the best.

Yeah, I feel like my career has been distinguished and just like many of the GMs that I know at hotels, they've worked as a bus boy and worked up to a General Manager position and I feel like I've done that on my side as well.

STOLDAL: Thank you. Again, I'll also welcome you to the State of Nevada.

METCALF: Thank you.

STOLDAL: As with many of these questions, there are a couple of elements to it. The first part is, how would you define heritage tourism? You talked about different sorts of tourism in your opening remarks. Specifically, how would you define heritage tourism and then the issue, how you would describe working across disciplines of tourism, museums, the Arts Council and the Indian Commission, which all fall under your duties?

METCALF: So, heritage tourism, I see a lot of it in Nevada, obviously. I see a lot of the articles on the Travel Nevada site about, you know, the Bowers, and the Museums. I think looking at some of the folks that are on the museum leadership, they have doctorate degrees in architecture and things like that. It's a very elevated group, I think. So, you know, able to probably really keep that museum heritage alive.

I think I've seen recently the railroad has come back as kind of a nostalgic, romantic dining experience for people to see and slow down and take a train and not have to drive. I see the State Railroad Museum that probably is going to be very popular again.

I would say, as far as the NIC, I'm from Oklahoma. I grew up there, lived there until I was 20 and then I moved to Dallas. I understand the issues that maybe surround that in, you know, as a people, as an indigenous people for the land. I have a great respect for them. I don't want to be like Elizabeth Warren, but I have just a tiny bit of Cherokee in me as well. [laughs] I think it's a great heritage to carry forward. It links us back to storytelling and all of the great things you can do in tourism and travel. It's a great example to move that agenda forward with the next generation.

STOLDAL: Thank you.

CARANO: Cindy Carano for the record. Good afternoon Demea.

METCALF: Demea, got it.

CARANO: Demea, thank you. My question for you is, what is your experience in setting and administering a budget and what is the largest operating budget, excluding debt service have you been responsible for and what year was that?

METCALF: The largest budget that I had was \$2.2 million at the Greater Irvine Chamber. For Destination Irvine the current budget that I manage is just shy of \$1 million. They're still growing that. I really had a crash course in QuickBooks when I started this job and because there was a temporary part-time bookkeeper volunteer person that was doing it and I really didn't feel like I could understand the budget without doing it. I had her teach me how to do it and it's not like keeping a checkbook. [laughs] But, you know, you have your buckets and you have to watch what comes in and out and you know, everything authorized and that's it. Every single budget that you have right now for tourism of course, is way above that, but the principle is the same.

SANTOS: Good afternoon. Herb Santos for the record. Could you describe your experience in working with governmental entities, Boards or elected officials?

METCALF: Sure. I probably worked closest with the City of Irvine. It was a time that they were opening their Orange County Great Park and so they were forming private and public partnerships. Of course, tourism needed a seat at that table to be able to make sure that the sports that we were going to be able to bring in like ice hockey and soccer, championship soccer stadium, baseball, softball, all of those things would maximize for the local community but also for tourism and be a draw for new regional sports and things that we couldn't accommodate before.

So that was a really wonderful time to see the collaboration between private and public and I think that was one of the best. My current City Council is very cognizant about tourism and you know, when you deal with issues like, how do we get Air BNB to

cooperate with you know, pulling in tax revenue from that. Of course, you know, we don't feel like it's a detriment to our area at this point because it's still pulling in a visitor that we might not have had. Just given traditional hotel stays. We're still bringing more economy to the area.

We have to work very closely with them on issues of homelessness and how do we keep areas safe for guests and tourists and travelers. It's a small Council. There's just five people on it and a Mayor, so it's a close-knit group. I think they get a lot done. So, overall, I've had very friendly, amiable results working with City Officials.

MARSHALL: Can I ask the Board Members if they have any follow-up questions? Anything that came to mind that they wanted to delve into?

DELONE: Yes, I have some with your permission.

MARSHALL: Phil, go ahead.

DELONE: Phil DeLone for the record. Of the three choices, Demea, what do you see as your strongest skillset, sales, marketing or management?

METCALF: That's a great question, Phil. I would have to say sales, still. At this point. I did it so long. It was an integral part and I think every part of anything that you do is a sales position. I would say sales, then management, then marketing. I still depend very, very heavily on my experts in marketing.

DELONE: Good. People buy from people they like. Thank you.

METCALF: Yes.

DELONE: I have two follow-up questions.

METCALF: Sure.

DELONE: The budget of Travel Nevada is around \$30 million. The largest budget you've managed is \$2.2 million. Do you think you're up to the challenge of a \$30 million budget?

METCALF: Absolutely.

DELONE: The largest number of employees, I've sensed, okay was about four people. Here we have about 30 employees, covering a variety of expertise from publications to marketing, cultural affairs and so on. Do you think you're up for that challenge?

METCALF: Absolutely.

DELONE: Okay. Thank you.

METCALF: All right.

ROBINSON: Just to follow on with a couple of Phil's comment is that, as you probably saw, this is a unique position because you also will sit on the Governor's Cabinet, as well as be the Executive Director of the Commission. How would you handle what could be a challenging intersection at times?

METCALF: I feel like, you know, you listen. You have to listen to everybody and you have to be able to be open minded. It's not about you. It is about the good for all. You have to be able to be very emotionally intelligent and be able to judge things that—that you—that's a good question. [laughs]

ROBINSON: It's a unique position, that's why I ask it.

METCALF: It is, yeah. Yeah. So, you know, remaining professional and being available and you know, just always, always looking forward at what's going to be the best for everybody.

ROBINSON: Thank you.

DELONE: I have one last question. This job is very public job, obviously, a lot of travel, north and south, Las Vegas/Reno, into the rural areas as well. This is the seventh largest state in the State of the Union. You'll be required to make presentations and public speaking on a variety of topics. Do you have much experience in that?

METCALF: As far as sales presentations, yes. Trade shows, I've been all up and down—

DELONE: General public speaking on a variety of topics?

METCALF: Yes. In my current position, I have to do a lot of community outreach. I talk to women's networking groups. I talk to the local Lions Clubs and things like that. You know, helping them understand what tourism does for their economy and how we keep it stable and bringing things in.

DELONE: Yeah, right. Same here, as well. Your answer is affirmative. Commissioner Santos had a question.

SANTOS: Thank you. You were asked a question about your best marketing win. I want to sort of flip it over and tell me about a professional failure you experienced and what you learned from it.

METCALF: Let's see, failure. Well, it's always an opportunity to learn and get better. Let's see. That I may have to think and get back to you, Herb. I can't think of very many failures. Because honestly, I don't feel like anything is a failure. I honestly feel like it's, you know, you're always moving forward. Momentum. If you have to try some things in order to get to the perfect way of doing something, then it's not a failure. So, I just can't think of one.

SANTOS: Okay. Well, let me ask this one. What do you think of Travel Nevada's current social media presence and where would you make suggestions on how we could improve it?

METCALF: Yeah so you're doing really good in the like, Facebook, Instagram, Twitter, but I do see a need for improvement in YouTube because I see from the Sales and Marketing Plan, that it's still very Millennial generational focused, but the next generation that has just turned 18, Gen Z, is coming up on their heels. They're not quite money makers yet. They're still going to college. They're still doing their side hustles as jobs. They don't really realize the responsibility of growing up yet, but they will get there. That's a total YouTube generation.

I think you're going to have to get better at that. You're going to have to get better on Google. I just listened to an industry talk with Miles Partnership who does a lot of things with US Travel and they were talking about, you know, doing the drive-throughs on the Google maps so that you know, that person can zoom in and really see the area before they get there. Then it drives them further to want to visit. I think there are some technology advances that you're going to have to move forward on.

SANTOS: Thank you.

STOLDAL: Personally, I think this is one of the most important jobs, top two or three in the State of Nevada. This is our industry and this is the person that heads that job. I suspect your answer is going to be yes to the question, but this is a 24-hour day, seven day a week, 365 day a year job, involves travel, not only within the State, but around the world, selling the State of Nevada. Earlier a question asked if the Governor said, I want you to do X, and this Commission said, I want you to do Y. You've got a lot of things pulling at you. Is there anything that would prohibit you from doing those things?

METCALF: That's a good situation to think over. I think you have to have faith in your leader. So, I would probably want to know why the group would want to do Y, versus X. It depends what the true situation was, as you know, to how I would proceed. I have a high sense of integrity and I am very transparent. So, what you see is what you get. There wouldn't be any politics or anything like that.

STOLDAL: And the issue of all the work involved, is that an issue with you or last-minute travel?

METCALF: No, absolutely not. I—you're looking at a single mom who worked full time and finished two master's degrees. So, hard work is something second nature to me and I actually relish it. I'm bored if I don't have a lot to do. [laughs]

STOLDAL: Thank you.

MUN: Hi, Cynthia Mun. I've got a couple of questions that are sort of related. How would you describe your management style and when you're managing a team, what do you find is

the most difficult and if it is difficult, what are some of the solutions that you've come up with?

METCALF:

In my education master's degree, which hopefully someday I'll be Professor Metcalf, that is where I'd like to end up, maybe at UNLV. I had a book this big on leadership and I learned about all the different types and I kind of gravitated to two types.

One is a servant leadership and this comes into play with the team. You know, I am there to make their environment conducive to productivity. I'm there to help be their champion. I'm there to help make what they do amazing. So that you know, everything comes off together. In that way, I use my leadership skills as serving my team but then I also do a team leadership style where I might not be again, an expert at marketing. I know a great deal about it, but I might not have that great idea, that next idea, so as a team, if you're collaborating and brainstorming together, then you're going to get to the best idea.

I kind of install design thinking in the team environment, so that we're always innovating, we're always creating. You're going to get to the best ideas because you're always making ideas and exploring things. You know, rapid prototyping things where you get it out and testing it in the public and seeing what works, what doesn't work. You know, instead of waiting until your ad fatigues and you need to come up with that next campaign and it's already a year down the road. I like to make sure that everybody is at their peak efficiency.

The other thing I do like about the team that I see so far, which is great, everybody's kind of being promoted from within, which is harder to bring in somebody, you know, outside talent, but you know, if you're moving people up and you're growing people from within then that's a great environment. That's something you don't see in a lot of companies right now.

Let's see, what was the last question? Solutions?

MUN:

If you've actually solved some problems with your style in what you've just said, so give me an example of what you've done.

METCALF:

All right. I've had a couple of team members with some health challenges. One hurt her back moving some boxes, so I had to deal with the whole Workman's Comp issue and it was really good for me to be supportive and work through it the way that you can. That turned out to be a really good experience for me.

Then I had my marketing director, broke her leg skiing. She had quite an extensive recovery time, so we worked out her working remotely. We worked out her coming into the office after PT time. So, you know, both of those situations really helped me have compassion for my people, you know and finding that work/life balance. If they're not happy at home, they're not going to be productive for you at work.

So everything is truly listening to people and where they're at and what their situations are and taking it one day at a time.

MARSHALL: Okay. So, we're a little bit past 1:30 and we have other candidates, is there maybe one more question or can we ask the candidate to give a conclusion, did you have a question? We're okay?

WILSON: Kate Wilson for the record. You have 45 minutes total, including wrap-up.

MARSHALL: Oh, really?

WILSON: Including wrap up.

METCALF: Okay, I'm not out of the hot seat.

[crosstalk and laughter]

WILSON: Sorry about that.

MARSHALL: Yeah, he set me up, okay. You can sit here or stand there, whatever is your pleasure, but all right. More questions. Sorry, I was trying to help you out there, more questions.

KROLOCKI: Thank you Madam Chair. I'm Brian Krolicki. Perhaps following up on Commissioner Stoldal's comments. This is Nevada. It's a brand around the planet and you have Las Vegas, the Reno/Tahoe, the special parts of rural Nevada. It's an incredible opportunity. It's just a very large one as well. And, I've got two different parts here.

The first is, you know, we work with the industry, that's beyond the borders of Nevada. Brand USA, United States Travel Association, incredibly important partners for us as we do outreach. My first question would be, have you had an opportunity, either in Irvine or Visalia to do some of the global thoughts or network with some of these travel organizations that you can bring with you when you arrive at work here?

The second—well, I'll let you do that one and then I'll ask the second.

METCALF: Thanks. I'm not remembering the second question very well today. Through Visit California, I've met with Roger Dow and I love hearing him speak. He's such a down to earth person and he really gets to the heart of the matter for travel and tourism business and you know, that whole message, I love that.

I feel like coming from California, I could hopefully bridge and bring over some best practices to Nevada to hand off to your local organizations that do tourism. They do a really great job of that on their website. I look at the travel stats on US Travel all the time. They have—especially like, under the research menu, they have the research—the travel map and you know, California right now is \$140 billion of spending for tourism. Whereas, Nevada is only at \$44.1 billion. I'd like to grow that.

I remember a time in California when they were trying to reach 1 billion. I'd love to help you grow and do that. I had my honeymoon in Vegas, so I've been coming to Vegas since I was 21 and I've been to Reno several times, through tradeshows and I love that city. I love Tahoe. I've even driven through Bullhead City, you know, on my way from moves from Oklahoma to California. I've seen a lot of your state as well.

I still can't believe you guys having Burning Man out in the middle of the desert. I think that's amazing. I think that is really amazing that Reno capitalizes on that people and has a decompression week, after stay, you know, encouraging people to stay one more week in Nevada.

I do see travel on the global scale. As a matter of fact, my Professor, Dr. Susan Ryan, at the California University of Pennsylvania where I got my Masters in Tourism, her bachelor's program is World Tourism Organizations Sanctified. I did learn from the best. She was a very grueling teacher for a research paper and I'm surprised I finished. So, I do have a global consciousness.

KROLICKI: And then my second question, uniquely you have what was it, the National Association of Sports Commissions? Obviously, sport is a form of tourism that we've really embraced here. I hope you're a Raiders fan. We've got football teams, we've got hockey teams. Perhaps we'll get soccer teams, and we have the legacy of the Winter Olympics in 1960 at Squaw, that bleeds over to Nevada. But in your sports commission resume, if you will, can you imagine different ways to bring those relationships to Nevada, to develop this kind of sport tourism?

METCALF: That's great.

KROLICKI: And, thank you for being here. I know it's an awkward process, but we appreciate you being here and we're hiding behind a wall and you're not. Thank you.

METCALF: Well, so, sports. It's a phenomenon. It's incredible. I got to watch the San Diego Chargers become the LA Chargers now and we actually had the football team staying at our Marriott there in Irvine, even though they were practicing in the city next to us. So we kind of stole that opportunity from them. Because we have a great product there.

Yeah, I definitely would want to attract more sports. I think some of the new—gosh, the new things they're doing in Vegas with the sphere and this and that, it's—I think there's tons of room for, you know, more sports development. I'd love to learn more about what's here and where we could move it forward, but it's definitely a growing area. Even e-Sports, I mean, you know, MGM goes after e-Sports all the time. They have the new arena there as well.

So, yeah, there's so many things. Even the leagues, there's different football leagues coming. It's amazing. It's definitely a time to attract some people here through sports.

KROLICKI: Thank you.

METCALF: Yeah, thank you.

ESTIPONA: I'm Edward Estipona, hello. Just kind of curious, just in your brief time in doing research on our State, what do you think is the most challenging thing to market about our State?

METCALF: Well, you've got road trips down. I mean, the Road Trips look great on the website. I think some things have changed on the website, since I started looking at it over a month ago. I feel like, getting to the museum part has kind of gotten more challenging and I think that there could be a link to the actual museum page, on the website. If you say, things to do like, arts and culture, museums, there needs to be that link to the museums page. It has all the information there and right now, that's kind of hard to find. So I would say, you know, move that up a little bit and then do the handoff to the local tourism person.

If you've got a road trip map and you've got Carson City, Virginia City and Reno, you know, be sure to have those particular cities' Visitor Bureau on the pages so that they could get more information from the local destination expert. What else?

ESTIPONA: I was just wondering, you know, I just wanted to know what you thought the biggest marketing challenge was for—

METCALF: The challenge. Well, I would be very interested in seeing the rural grants and how those are put out into other areas. California does a really good way of regionalizing. So, Central Valley, Gold Country. You know, Southern California. I think maybe you could do some regionalization here and tie some people together that—you know, maybe like, what is it, Elk or Ely, or something way over here that one of your museums is, but how can you tie that into Reno.

Following kind of the segments of like, you know, where the Indians had settled. Maybe those ways are different things that you could tie together a little better.

MARSHALL: Okay, thank you. So, did you want to provide some conclusion remarks. Sometimes, I think it's hard when people are asking questions and you're like, I really wanted to get at that but it didn't quite fit. Why don't you give us your summation, if that's okay.

METCALF: Perfect. I think I'd be a great addition to an already perfect team. I am a genuine person; I'm smart. I'm technically able. I would be able to integrate very fast, very quickly. I think Nevada is an amazing state. If I moved here, I would just be like why haven't I been here quicker?

I am passionate about the tourism, making the economy strong. It is a driver for community stabilization. It attracts business. It does momentum in the community. It's where people can have great civic pride and it's where I find myself loving every day and everything that I do.

I really hope to join you here. I did, as a neighborly gesture, I did bring you guys a PM snack. We are the breadbasket of the world, so I brought you some nuts which is one of our largest crops in Visalia. So hopefully everybody can share, but I'll leave this for you.

If by chance I'm not your candidate selected, I'd still love to consult with you and be outside eyes on things that you could, you know, move forward and would still love to help you out. Thank you very much for your time today.

MARSHALL: Thank you, we really appreciate it. Yeah.

[Applicant Exits]

MARSHALL: Okay. Would the Board like to interview all or chit-chat a little bit in between, what do you guys want to do?

STOLDAL: I'd like to interview them all, then chit-chat.

MARSHALL: Is that what you guys want to do? You want to bring in the next one? Does anyone need a few minutes to further their notes or anything or are we good to go?

STOLDAL: I need about five minutes.

MARSHALL: You need about five minutes. All right. Take a five-minute recess if you guys will.

RECESS

MARSHALL: Okay, the meeting will come to order. I don't know if it was clear by the record, but Bob made a motion, that motion was seconded by Krolicki, Commissioner Krolicki and then the Board voted as they left for the restroom.

LONG: Sorry, just to be clear, this is Sophia Long, you don't have to make motions to go on break, it's fine.

MARSHALL: Okay, good. All right. Katie.

WILSON: Katie Wilson for the record. Just wanted to remind all of the Commissioners that since this is an open meeting, just before you ask a question to say who you are and also to our next applicant, this is Doug Brooks, and same goes to you, before you start speaking, please just say your name for the record.

**Applicant Doug Brooks**

BROOKS: Okay.

MARSHALL: Good afternoon, Mr. Brooks.

BROOKS: Good afternoon.

MARSHALL: Thank you for coming to Carson City for the interview. I want to talk to you a little bit about the process, just so you know. We're going to give you a few minutes to open, provide an introduction of what you think is important to say. The Commissioners have a set of questions of which are being asked to all candidates. Those questions will be asked and then the Commissioners can ask follow-up questions as may have occurred to them. Kind of the back and forth. Then when everyone is done, then you can give a short summation if you will, then we'll go on to the next candidate. Does that sound good?

BROOKS: Absolutely. Thank you.

MARSHALL: Okay. My name is Kate Marshall. I'm the Lieutenant Governor and if you would like to begin, introduce yourself to the Board, thank you.

BROOKS: Certainly. Thank you, Lieutenant Governor Marshall, and thank you ladies and gentlemen of the Commission. I appreciate the opportunity to be here in front of you today. Given time constraints and structural interviews like this are often very difficult in nature and they don't allow for a candidate's holistic story to be presented in anything other than resume fashion. Which unfortunately doesn't provide the human background and the backstory to come through.

So by way of a short introduction, I would like to speak to the important experiences that have allowed me to be able to sit here in front of you today. I've provided it also in brief, as I know that we'll be limited time, if you have any questions, please don't hesitate.

First, I must recognize a tremendous talent, experience and years of dedication to the State of Nevada displayed by those people that I've had the opportunity to come in contact with and the various stakeholders attached to the Tourism and Cultural Affairs Department. Having traveled the world, opening, developing emerging markets and third-world destinations for the Ritz-Carlton Hotel Company, it would've been a pleasure, frankly, working with the level of talent enjoyed on the Tourism team here.

To that end, I can't and won't out Nevada anyone, nor will out Nevada any of those individuals seeking this opportunity, for to do so would be disrespectful and disingenuous. My desire is to leave you with an understanding of my experience and offer years of world-class brand training, gained while developing little known and often times misunderstood destinations, both domestically and abroad. Combine that with experience in the global best practices that I've had the opportunity to participate in. Frankly, bring it home to my state.

In many emerging markets I've worked, the destination building is as much a direct sales effort as it is a marketing effort. So, please note my extensive global sales experience

with all the major hospitality alliance networks. I think that speaks to the networking that will build the continued growth for all the constituents here in Nevada.

We also have a very unique opportunity that's immediate in front of us and that's to support our own stakeholders' growth by embracing the consensus as a tourism building activity. My work on behalf of multiple destinations has allowed me to work closely with foreign destination marketing companies, foreign government officials, federal and local officials—many sitting—current sitting and past members of the upper and the lower house of Congress. Hopefully, not boring the Committee. I would like below and I have highlighted some of the several strength areas, articulated that was laid forth in the essential duties document that I received.

Just again, thank you for the opportunity to present myself to you and be considered for this amazing, once in a lifetime, opportunity. Lieutenant Governor.

MARSHALL: Thank you. So now we'll just ask questions. The Board Members each have a question. Down here, Phil? Okay.

DELONE: Phil DeLone, for the record. Mr. Brooks, welcome. I enjoyed reading your resume.

BROOKS: Thank you.

DELONE: Are you currently employed?

BROOKS: I am.

DELONE: Why are you looking to leave your organization? You have a promising career as a hospitality industry executive. You've been a Ritz-Carlton GM, that's a very impressive feat. Why the Nevada Commission on Tourism, Executive Director job?

BROOKS: To take many of the things that I've learned traveling the world and opening destinations and come home. It is really that simple. I'm involved in a start-up company now that has had amazing success on the east coast and frankly, I wouldn't have been looking had I not seen this particular opportunity.

The chance to come back to my home state after 16 years of living here, frankly, and be able to really help all of the constituents and all of the stakeholders grow what is, I believe, a still undervalued state, it's important to me.

DELONE: Okay, thank you.

MUN: Cynthia Mun, for the record. Welcome Mr. Brooks. What can we expect you to do in the first 100 days?

BROOKS: Spend a lot of time listening. Spend a lot of time trying to understand the culture. I think it's critical to be able to determine how best that culture fits with what I have to

bring to the table. More importantly, it's always been my experience and frankly, my practice, to inculcate myself with the team. Whether there are people that are existing and have been with the team or on the Tourism Board for a year or ten years, I know nothing. I'm a novice. I'm landing in this environment trying and understand what is best for the State.

On top of that then, the opportunity to prioritize those items and issues that are supported, not only by the Lieutenant Governor's Office, but those things potentially I have expertise in, that I might bring as new and thought provoking for the State of Nevada.

ROBINSON: Pam Robinson here and welcome back to Nevada from—it looks like you were on the east coast, most recently?

BROOKS: Well, my home is always been in Nevada. I've lived here for 16 years. My wife is just sick and tired of me going back and forth and back and forth, so yes, I split time between Washington DC and Las Vegas.

ROBINSON: Great. What's the largest staff that you have managed and how many direct reports, like agency heads and that have you been over in your career?

BROOKS: Great, thank you for that question. The largest staff I've led has been a team of 2,000. Direct reports have ranged, quite honestly from one to 32. The role that I played in developing destinations and hotels and new experiences for Ritz-Carlton led me to land in a country, wherever it was, or a destination, wherever it was and be able to put together the team of people that would be able to take from the construction team—I wasn't involved in construction—to and through and complete the branding process.

So that was everything from digital marketing, public relations, engineering, culinary. I had golf pros working for me and working with me to develop different—it's actually a one-of-a-kind caddy concierge program we created in the Caribbean because caddies spend a lot of time with guests.

So it's ranged on different assignments, it's been a different number. The other thing I will share though is, the vast majority of the teams that I've led have been intercultural. They have literally, because of my placements and my deployments around the world, I've had to understand cultures very quickly and learn to understand how best to work within the political structure of those cultures and then within the socioeconomic structure of those cultures. That, I think, has really been the best, the greatest benefit to leading the teams that I've had over the years.

ROBINSON: Thank you very much.

BROOKS: Certainly, thank you.

MILLER: Thank you, Denice Miller for the record. Welcome, Mr. Brooks. I realized you touched upon this in your opening comments and certainly you've given us materials, but I'd like to allow you an opportunity to expand on your experience in destination marketing and hospitality and ask you a little bit of a more difficult question which is, what would you describe as your greatest marketing win, or perhaps that's an easy answer for you.

BROOKS: My greatest marketing?

MILLER: Success.

BROOKS: Success, thank you. Well, a great part of what I did and do and have done for my entire career has been to support the opening of new destinations. When I say that, I speak of it initially in the context of hotel, but it was never that easy. It's identified on the additional document that I shared with you, you'll find that I've opened some 27 different hotel destinations in 13 different countries.

With that comes a lot of really, really good ideas and really, really bad ideas that you think are really good ideas. A lot of time spent creating a destination where there was none. When I say that, I speak specifically to my Ritz-Carlton experience, before I opened Nexus Hospitality.

Ritz-Carlton was famous and to some degree still is for going into destinations that are otherwise unknown. They typically are brought about owners, developers, builders, governments, ministers, ministries, that have a need to present the destination for whatever reason in a light that is either new or different than the current reputation of the destination. Specific example is Jamaica. Or, they have an opportunity to brand something typically tied around residential real estate, so that the owners or the government whomever it is, can continue to grow their brand, their portfolio by developing out the land.

So that often times took me to a lot of third-world and emerging destinations. First and foremost, in any of those destinations is the obligation, responsibility and challenge to get to know all of the players, at a state level, at a federal level, a municipality level. Whether it's a Prime Minister of a country or Ministers of Tourism.

Working with the Ministries and the Tourism teams in every one of the situations, I would end up developing a marketing program, marketing structure, a brand destination definition for whatever destination we were in.

Again, I'll use Jamaica as an example. The reputation of Jamaica is far worse than the reality, but when you're trying to manage riots and other civil disobedience issues that make their way to CNN and Christiane Amanpour, you have to be able to turn those kinds of reputations into something that would be fitting. Quite frankly, a Ritz-Carlton guest.

So, each program, each destination was different. Each one of the marketing programs from—we did one in St. Kitz, which was Grow What You Eat. That was designed specifically to include local farmers and the local agricultural community to speak to the tourists that were coming in on the cruise ships.

Probably the greatest success in any of my programs really would come in form of the people. I say that not to avoid the question. It's that, most of the destinations that I would go in, the teams of people, the cities, the Commission, didn't have the level of expertise that would naturally come or one would presume would naturally come with a tourism commission or a tourism team. Thus my comment about the team assembled in this great State.

It's getting them to see that they can do something much greater, much broader, than they've ever been able to do themselves. Whether that was a CARICOM event, whether that was a—we did a lot of work for the Prime Ministers of the Caribbean. I was responsible for the Caribbean for a number of years.

Probably the greatest event that I did was the Olympics with NBC in Atlanta, which was a housing bureau effort to really try and bring all of the stakeholders together to make sense of participating and not gouging people with prices and rates and those kinds of things. That's probably on scale, the largest project that I've done.

STOLDAL: Welcome.

BROOKS: Thank you.

STOLDAL: Kind of a three-part question. The first part is, your definition of heritage tourism and along with that, describe how you would work across the disciplines that this job has the responsibility over which include; clearly tourism is at the top of the list, but there's also the Arts Council, the Indian Commission and the Museums. Clearly, some of those tie into heritage tourism.

Those are two separate questions. How do you—what's your definition of heritage tourism and then, the issue of working across the four or five different things that the direct report to and if you got in your answer—in the piece of paper you handed out, you listed something called Areas of Concentration.

BROOKS: Uh huh.

STOLDAL: Back there, you list the Carson City Mint 150 year anniversary, does that mean you had some connection with that?

BROOKS: Well, to answer your last question first. I have an interest, I don't have a connection to it.

STOLDAL: Okay.

BROOKS: So, if I may?

STOLDAL: Sure, please.

BROOKS: Heritage tourism is something to me that often times goes unspoken. Again, I bring this to you from a broader context. When you look at vacation destinations, people often times look for the one reason they're going to go. If it's Nevada, often times it's Las Vegas. In the Caribbean, it's sun, sand, beach. In China, it is often times the food, the history.

The majority of the travelers that I've come into contact with over the years and the number of guests that I've worked with and the number of programs that I've worked with—heritage tourism is, for lack of a better word, undervalued and—to me, my definition is really bringing out the best of each area.

I've said for years that—it could apply to a state like Nevada, tourism is—a play on words, it's really “your-ism”. What is “your-ism” for your City, for your County, for your state? Yes, we're dichotomist State but each one of the individual municipalities, each one of the different Indian reservations, each one of the different rodeos or cowboy activities or museums, all have a your-ism that they can expand on, that they can talk to people about.

Personally, I don't think many do a good job at reaching into the heart of the individual communities and getting them excited about what their your-ism is. To be able to get them to really understand that they're a part of the greater whole.

As it relates to working across disciplines, as an operator, having worked for Marriott International, Ritz-Carlton International, one thing you learn at an early age is, spend a lot of time listening and investing in the people that you're speaking to and working with.

So working across disciplines, I really take back to something very simply that Stephen Covey said, “Seek first to understand before trying to be understood.” It makes no sense for somebody to come into a role like this when you have had amazing talent here in the form of an existing Board, an existing Director and somebody that has been here for 11 years or better. For me to come in and think that, I would know best. So, it really is to me a matter of seeking first to understand before trying to be understood.

And understanding what the goals are. Interestingly, I had the opportunity this past Saturday of meeting Congressman Horsford and meeting Congresswoman Titus. We were just talking about the Census. We were talking about how important that particular role is or function is for not only the United States, but for each individual state.

One of the things that came out of it and I say this from a personal background because my wife is Jamaican—she's Jamaican American. We have really identified that there's a significant cultural group, a significant number of Caribbeanites, Jamaicans, here in Nevada.

In an effort to try and draw that group together, much like AAPI is doing with Asian Pacific Islanders. I was talking to the Congressman and Congresswoman about how best to utilize their offices to really work through the existing programs that they've got in place; not only at the federal level but the state level to try and enhance those individual communities, be it Indian, be it Jamaican, and bring them together as a whole. There are a lot of individual disparate groups that spend a lot of time talking to individuals. I haven't seen a lot of connective activity with all of those groups getting together.

STOLDAL: Thank you.

CARANO: Cindy Carano for the record. And thank you very much for being here Mr. Brooks. I have a set question and I have to ask it. but I have a feeling what the answer is to the first part is, of course. So what is your experience in setting an administrative budget?

BROOKS: Painful. When I say that, I say that with the greatest of respect. Having to build budgets for country developments, for destination developments, working with owners, working with government investors, working with all the stakeholders, there's never enough money to go around. Not everybody is happy at the end of the day.

My experience is great. It has been drawing from everything from a \$660 million destination development in St. Kitts. Which was a complete destination definition of farm to table and building communities and villages around the local artisans. To million dollar projects that have been specifically for digital marketing.

Again, I go back to what I said earlier, to me it's about really understanding the core value, understanding the principle, understanding the direction. There's a tremendous amount of experience in this room. There's a tremendous amount of experience in the state. You won't know if you don't ask what the priorities are.

And that, I think that's two-fold. I think that's from the grassroots up and I also think it's from the governing body down. So, from a development perspective, from human resources capital, the budgets that I have had to work with and had the opportunity to build have been large and diverse.

CARANO: Thank you. Cindy Carano for the record. The next part of the question is, what's the largest budget, excluding debt service have you been responsible for and what year was that?

BROOKS: Great question. The largest budget including—I know you said, excluding. Yeah. The largest budget including debt service was the \$660 million project. That was three years

ago. That budget was also the largest excluding debt service because the government—the land was actually owned by the government of St. Kitts. So I had really, fiduciary responsibility for the development side out of a separate budget to get the building and the artisan communities done and the training done, as well as I had the operational structural budget to get the staff hired, etc.

So, \$660 million was the total. Removed from that was about \$320 million that was specifically for the development of the team, the talent, the real estate, not building of the real estate, but things like training and development on a Caribbean island where we were—our emphasis was on, as a country, our emphasis was on citizenship by investment.

So we had to bring a very unique set of reasons for people to come to an island that's very small in the middle of the Caribbean and invest their \$400,000 to \$4 million to get their citizenship. So it was about 50% of that, it was about \$300 million.

CARANO: Thank you very much.

SANTOS: Good afternoon. Herb Santos for the record. Thank you for coming today. You sort of talked about this already. but maybe expand on it a little bit more.

BROOKS: Sure.

SANTOS: If you could describe your experience in working with governmental entities, Boards or elected officials.

BROOKS: Thank you. I am a frustrated policy wonk. I don't know whether that's a good thing or a bad thing and that started at the University of Nebraska where I was the Head of the Electoral Commission for the University.

My involvement through local, municipal, federal, state, participation continued in a lot of different ways. Living in the Caribbean as an example, I was 10 years on the Board of the American Chamber of Commerce. We spent a lot of time, lobbying quite frankly, in Washington DC for those things that were important to the Caribbean community. Be it interdiction with drugs, be it interdiction or intervention with weapons and firearms. Or education. We spent a lot of time, the Board spent a lot of time in Washington speaking to people like then Senator Reid.

Throughout all of the assignments that I have taken, I found myself getting involved one way or another in the local politics, the local government. In Jamaica, as an example, I was on the Minister of Tourism's Board. In St. Kitts, I ran the hospitality arm of the Tourism Association.

Things like AAPI, that was just here this weekend, I have a firm belief that if you don't get involved, you don't have the right to complain. Over the years, when I was at Lake

Las Vegas, we hosted the Governor's Commission on Tourism and had opportunities to talk to then Governor Sandoval and again, then Speaker Reid.

In all of those different areas, what I've learned is that if you don't ask and if you don't really believe in what it is you're trying to accomplish, that you're not going to get anything for whatever it is your constituents or your—your country or your state.

Individually those are the kinds of efforts that I've participated in. Then, individually when I was first here in Nevada, I was on the Hotel Board—the Lodging and Hospitality, Restaurant Association Board and that gave us a great opportunity to work hand-in-hand with then—well, Mayor Goodman, but for Lake Las Vegas specifically it was a gentleman by the name of Ron Bodecker and then Jim Gibson who was Mayor at the time.

Most recently, I had to present reasons in front of the Henderson Mayor and Chamber why we should be allowed in the destination that we were in to take an existing casino and use it for alternative space, in an area that was otherwise not being utilized, which is Lake Las Vegas. And worked with their team to really come to terms with how we could use it as multipurpose space as opposed to—but not lose the casino license in the event that the property would be purchased at some point.

Across the Board, it's been a varied level.

KROLICKI: Mr. Brooks, thank you so much for being here.

BROOKS: Thank you.

KOLICKI: It's a pleasure to listen to you. You are certainly familiar with all things Nevada. That's a welcome grace that you bring to us today. Two questions. You're certainly a man of the globe. You know the world, you're an expert in things Caribbean. I do envy those sand and beaches and those things. With Las Vegas, Reno, Tahoe, the rural treasures that we have in Nevada, we do reach out to the world. We network. We work with organizations like United States Travel Association, Brand USA and again, you've been offshore if you will, for much of your career of it. How much have you actually worked with these international type groups? How do you see utilizing those networks and leveraging those relationships to the benefit of Nevada's tourism industry?

BROOKS: Great question. Thank you. Let me start really by speaking to the broader experience with different types of destinations. I will answer the direct question in just a minute.

Through my travels, through my career, I have had the pleasure of working in and developing ski destinations. I have had the pleasure of developing—what's that? No, in Vail, Colorado. Although if it snowed in Jamaica, we'd have a lot more problems. In Vail, I was in Vail for quite a while doing destination development up there for Ritz Carlton for Bachelor Creek. Then, casino destinations, Midwest destinations.

All of those 27 different types of hotel developments or destination developments were different and unique in their own way. They all carry—a guy I worked for used to say, each destination has its own bag of rocks.

The networking part, believe it or not, across all of those destinations tends to be the same groups of people. And when I say, “groups of people”, I’m talking about Associations. I just came back from IPW, which was in Anaheim, World Travel Market, ITME, which is the major international tradeshow, travel show, working with those groups and working specifically now, I’m also the liaison, the Global Business Travel Association Government Liaison for Washington DC and Baltimore working with the Global Business Travel Association.

So those kinds of conferences and those kinds of meetings bring groups like the ones we’re talking about, whether they’re the trade/travel show destination, whether they’re the destination marketing shows, bring people together regularly.

KROLICKI:

Great answers. Thank you. Now, Chair, if I may ask the second part. You used a buzzword that gets my attention. Olympics. I envy your experience in Atlanta. As you know, Reno/Tahoe has an Olympic legacy at Squaw and we’ve had a very energized and passionate, small but mighty group trying to bring Winter Olympics back to this area.

Nevada has hit some homeruns, in particular, our friends in Las Vegas, the Raiders are going to be playing soon in Las Vegas. We have a marvelous hockey team that has stolen the hearts of the State. Possibly soccer. There are things up here that we do, but hosting sport kind of events is something that is a very important branch of tourism.

How do you or do you see ways to really use sport and these new opportunities we have to really enhance the tourism product? You know, take it out of stadiums, redeploy them in other parts of the State or have them stay longer in the cities; do you have thoughts on sports tourism in Nevada?

BROOKS:

I do. Oddly enough, that has been part of kind of an ongoing story with me through my career. What I’ve found is working obviously with the State and through the State, but working through the networks, the television networks. Working through the International Committee, Associations for that sport. There are individual, private equity or for-private types of groups that take bicycle tourism and hiking tourism all over the world but they don’t come to Nevada.

From the opportunities—even recently, I was having this conversation with somebody yesterday about how we can better utilize the WNBA team that is here around the state, to be able to draw an interest in that particular resource that we have. I went to a game three weeks ago and there weren’t a lot of people there, unfortunately. But it was an amazing event.

Sport tourism, whether it’s specific to an area. One of the things that I have done, with my family, we do it regularly is to go on a cattle round up. I’m a kid from Nebraska, so

to me that's exciting. I had dinner with some people that were here from China and they had no idea that things like that were available to them.

So whether it's the mud races that happen at Lake Las Vegas, whether it's the—I personally believe there's a great opportunity for more international car testing. Some of the roads that we have, I want to say tour racing, yes, but new product launch, new product introduction, working with the direct companies that have a way to really funnel where their people are going.

Golf, that I think, depending on who you talk to has ebbs and flows, but we were able to create at Lake Las Vegas the Wendy's Three Tour, which is the first time it had been done here. Where you brought together the best of the men, the women and the juniors.

So yes, we've gotten lucky and yes we've had some great opportunities to announce the Raiders and the Golden Knights and things of that nature. In my estimation, we need to also find a way to take that out of Las Vegas, to the greater State, to be able to gain interest and support and frankly, drive revenue.

MARSHALL: We are on the time cusp, but I kind of looked this way this time instead of this way. So, are there other questions? Okay, Commissioner Mun and Commissioner DeLone, you guys want to ask your questions?

MUN: Hi, Cynthia Mun. Knowing that corporations run marketing for Marriott and Ritz Carlton, I'd like to get a better understanding of your experience with creative agencies and your involvement and what you think of the Nevada brand.

BROOKS: Involvement at the agency level, involvement at the corporate development level has had to have been deep and involved and mostly for international destinations because you're working with agencies both stateside and in wherever that home location is. So, that's been everything from creating the creative, if you will, to the bounce back offers to the marketing, to the digital campaigns. Those kinds of things. With Ritz Carlton, it was extensive because of the number of hotels.

What do I think of the Nevada brand? I heard as recently as last night that the State of Nevada actually has one of the most recognized slogans in the country. I didn't know that. What prompted me to kind of look further into that is, I was spending a lot of time doing research before this meeting to look at how much business actually came from all the partners that the Division of Tourism has around the world. It was hard to be able to answer that question because a lot of the information hasn't been reported or at least, not in the public domain, from anything later than 2017.

As a brand, "What happens in Las Vegas, stays in Las Vegas." Everybody knows. As a brand for the State of Nevada, I think we need to do a better job. I personally feel that there needs to be more effort invested in those entities you're spending money with internationally to make sure that they understand what that brand is, if not take

somebody from Nevada and implant them into their individual operations or destinations.

MARSHALL: Commissioner DeLone.

DELONE: A couple of questions. One, what do you see as your strongest skillset, Mr. Brooks? Is it sales, marketing or management?

BROOKS: People.

DELONE: Oh, excellent answer. On the people answer, in a few words, what's your management style with direct reports and staff?

BROOKS: Empowerment. Creating a working, trusting culture.

DELONE: Good answer. Is this a job you want? I mean, do you understand the compensation structure of this job clearly?

BROOKS: Yes.

DELONE: Yes, I see that as an affirmative. And, do you want, based upon that, is this a job you want?

BROOKS: Yes.

DELONE: All right. If we go to another step with you, do you have, in Nevada, a small group of qualified references?

BROOKS: I do.

DELONE: If you're offered the job, how many years of service can the State expect?

BROOKS: Until you decide I'm not doing the job. This is home. I plan to retire here. My family is here. I am here as long as I am benefitting the State and the Department of Tourism.

DELONE: Okay, thank you.

BROOKS: Certainly, thank you.

STOLDAL: Could I just go back, because I didn't quite understand one of the things that you passed out, the areas of concentration. The third page, you list Museums and History and there's half a dozen bullet points. Carson City Mint 150th anniversary, Comstock Lode, Seven Train, Revitalization of Vandalized areas, Great Basin. What are those things?

BROOKS: In my research, I looked at those areas that are I think powerful stories to be told in the State of Nevada. Contrary to that, I looked at those things where my opinion is that we aren't doing a broad enough job of telling those stories.

The sales part was the first part of that. That's where I think the emphasis is, but the other items I think are undervalued stories that are huge and just the folklore that's available. The master storytelling that's available about this destination. Even in last month's magazine, talking about the old ghost stories. People love that. I was with a group of Chinese and they went on five- and six-hour bus rides just to go see some of these fun, unique historical sites.

STOLDAL: What does Seven Train Revitalization of Vandalized areas mean?

BROOKS: In the research that I was doing, there was an area that I found to be referenced a lot, but I couldn't specifically find out why. And, but as it was referenced over and over and over and over again, it was always referencing how much vandalization had been done in the area, to the area, to the project or property. It came up a lot.

STOLDAL: Thank you.

CARANO: Cindy Carano for the record. I hate to be the devil's advocate here. This is the Nevada Commission on Tourism and Cultural Affairs and it's headquartered in Carson City. It's not Las Vegas. The majority of the staff would be in Carson City. So, do you plan, if offered this position, to be North, South and live in the South but visit the North and your staff, or how do you plan to work with that?

BROOKS: Two years ago, I lived the entire year in St. Kitts. The last year and a half, I've lived the entire year, by choice, the entire year in Washington DC. I would be here. It's a whole lot easier to get to Las Vegas, than it is from anyone of those destinations. And we're bound to this area, quite honestly and my family is bound to this area, specifically the Las Vegas area, although anywhere on this coast is good because my 12-year-old, just turned 13, is actually an actor. One of the great interests is we have is looking at Film Commission and looking at more opportunities to work with the Film Commission. He's done quite a few things in LA. Nickelodeon and Disney, things of that nature.

I would plan to be here, but as I said, it's a whole lot easier to get to Las Vegas than it is to get to the east coast and back.

MARSHALL: Are you saying that you would then move to Northern Nevada?

BROOKS: I would have a residence in Carson City. I don't know what that looks like yet, but whether it be an apartment or an Air BNB forever, which I have done in the past, but yes, I think it would be important to be here, just because of the dynamics of what happens in the industry and specifically in this body.

MARSHALL: Okay. Would you like to wrap up then, if there's no more questions from Commissioners?

BROOKS: Really, thank you again. This is a once in a lifetime opportunity for me and whether I succeed or not, I will be here in some form or fashion trying to continually promote the State of Nevada in the sales, the marketing and really, the global relationship perspective because I have a great network of relationships and strategic alliances in sales organizations and in international travel organizations. I can't think of a reason why we shouldn't be, wouldn't be doing more business specifically in Northern Nevada than we have been. I want to come home and this is home. So, thank you for your time. Thank you for the opportunity and I appreciate your interest.

MARSHALL: Thank you very much. Appreciate it. I guess I should tell you. You know, we're interviewing candidates today and then the Board will be discussing those candidates and then they will make a recommendation to me and then I will present three names to the Governor. Then it is the Governor's appointment.

WILSON: Kate Wilson for the record. Do you want to recess or do you want me to bring in the next candidate?

[Applicant Exits]

WILSON: Sophia? Side question. There is a question on whether or not the Commissioners can partake in the nuts that were given earlier.

LONG: I'm not 100% sure. Ethically, isn't there a max dollar amount of gifts that they can accept, do you know? I know that would come from the Ethics Commission.

WILSON: Okay, great. Thank you.

LONG: Thank you.

**Applicant Mike Glover**

WILSON: Kate Wilson for the record. Just a reminder to the Commissioners again to state your name before you speak and same for our next guest. We have Mike Glover. Because this is on the record, just before you say something, state your name for the record. Thanks.

MARSHALL: Okay. I will start, hopefully setting a good example because I'm the worst offender. Kate Marshall, Lieutenant Governor for the record. Welcome.

Let me describe to you a little bit the process because it's a bit like, structured and sticky you know. Basically we're going to give you the opportunity to make an introduction. Then there's a set of questions that each candidate is being asked, so you will see a Commissioner will ask one single question that is asked and then after that, it will kind of open up to what kind of has percolated to the top. Then once all the questions are

finished, you'll have a chance for a summation. Does that sound okay? All right. So just make sure everybody that we're stating our names for the record. Go ahead, why don't you go ahead and do your introduction.

GLOVER: Okay. For the record, my name is Michael Glover from Hood River, Oregon. In my most recent capacity as President and CEO of the Hood River County Chamber of Commerce and Visitor's Center, I had the opportunity to work closely with our State's Governor's Office to help kind of bounce back from the fires that we had a couple of years ago. It had a really devastating impact on tourism in our region and really gave me a profound sense of what the State can do to help businesses in a direct fashion. I would like to see that carry on.

From the past standpoint, I cut my teeth in the hospitality and tourism arena here in Northern Nevada. First up at the Lake Tahoe and then down in Reno as well. I would like to come home.

MARSHALL: Thank you. Phil, did you want to start with the questions?

DELONE: Mr. Glover, we have a series of pre-prepared questions. Are you currently employed at this time?

GLOVER: Currently I am not with the Hood River County Chamber of Commerce any longer.

DELONE: Then please provide us briefly, a little background on the circumstances for the Commissioners?

GLOVER: Yeah, sure. My contract was coming up for renewal and the Board wanted to restructure and I disagreed fairly strongly with that restructuring because it was going to mean laying off my staff and dissolving the Chamber in terms of its tourism function.

Like I said, I argued very strongly against that. I didn't want to lay off staff. I thought it was a really bad idea to eliminate the destination marketing function of the Chamber. You have positive economic impact on that. I let my feelings be known and my contract was not renewed.

DELONE: Okay, thank you.

MUN: Welcome. Cynthia Mun for the record. What can we expect you to do in first 100 days?

GLOVER: There's a lot. Overall would be an asset audit that would include all marketing assets, what's the budget look like, we're already in the budget cycle. What's the human capital picture looking like right now. You've got to get out and get to know the staff. Get to know you all. Other than Mr. DeLone, I don't know anybody else up here. Those are first and foremost. You've got to start diving in. Meet with every single staff member.

There are probably going to be questions. Any time there's a change in leadership, the staff is naturally going to wonder, what's your leadership style, what can we expect? You need to allay those fears immediately. Same for the other bureaus that fall under the Commission. Need to meet with all those leaders and see where they are. What do you need? Anything pressing now that we want to get out in front of straight away and then just keep—keep working through that process. Get to know the Governor.

ROBINSON: I'm Pam Robinson. Thanks for being here in Nevada. Obviously, isn't foreign to you, so.

GLOVER: It is not. Although 580 was a surprise.

ROBINSON: Oh, yeah. A nice surprise, right?

GLOVER: Oh, it was very nice. Yeah.

ROBINSON: What is the largest number of staff that you have managed and how many direct reports, like Division Heads and that have answered to you?

GLOVER: Probably 17 total. When I was at the Golden Phoenix, I had seven direct reports from Department Heads because I had marketing of the casino, marketing of the hotel, catering, hotel sales, I'm forgetting somebody, but that would've been the largest staff.

ROBINSON: Okay, thank you.

MILLER: Denice Miller for the record. And, as noted, we have a series of preset questions, so apologies that we have some of the information already but we'd like to give you an opportunity to elaborate on your experience in hospitality or destination marketing and as a follow-up, what would you describe as your greatest win or marketing success?

GLOVER: I'm going to sandbag just a bit and give you a couple.

MILLER: You can start with the overview of your destination marketing experience in hospitality.

GLOVER: Okay. From a destination marketing experience, that was one of my primary tasks as President and CEO of the Hood River County Chamber. As the Executive Director of Visit Bend, in Bend, Oregon, we were a pure DMO. So that is what I did. Then, for the Lake Tahoe, Incline Village, Crystal Bay Visitor and Convention Bureau, I was the Director of Sales and Marketing and my primary focus was the destination marketing of the Lake up at the north end.

I think one of the most recent ones we had, a complete redesign of the visitor guide and the website for Hood River. We took that opportunity to focus more on trying to encourage visitors to come and add on cultural experiences. I don't know how familiar you are with Hood River, but it's really well-known as the windsurfing capital of the world. It's really well-known for a lot of outdoor recreation and that's great but we kind of own that space to some degree, so we want to encourage people to do other things

and add-on to their visit. We found we were able to do that. It's a lot easier to get somebody to add on a night's stay for an existing trip because they're aware of how much more stuff there is to do in the area than it is to get them to do a brand-new trip. Although we obviously spend time and effort on that.

I'm very proud of providing the creative direction for the new website and a visitor guide. I think the other one would be, when I first hit Bend, we did a complete rebrand of Bend—I'm talking soup to nuts. The whole font package, logo package, marketing strategy, everything. All the way through. It was a complete rebrand because it had just recently split off from the Chamber of Commerce when I got there and they hadn't really branded Bend itself as a destination. That was my primary job there and I really enjoyed that.

STOLDAL: This question has two elements to it. The first one is, how do you define heritage tourism? The second one is, and it's slightly different, this responsibility that you would have, you would work across disciplines. Within that, certainly tourism is right there at the top. It's also the Arts Council. It's the Indian Commission as well as the seven museums that we have which includes two operating railroads. How do you manage that? Stoldal for the record.

GLOVER: The way we defined heritage tourism, really we focused on our indigenous culture in the area. Hood River also had a lot of Japanese-American influence and so we wanted to try to—in the orchards because it's a highly agricultural area. We focused on those two main segments from a heritage standpoint. There's a lot of history from the Lewis and Clark and the Oregon Trail. We focused primarily on those two groups because they had, well frankly, it sounds like editorializing, but they had been slighted in the past and we wanted to see what we could do to address that.

As far as working across the disciplines, that's one of the primary appeals of this position is that you have a lot of people—and you already have them in position. They know what they're doing. It's just a matter of collaborating, I think, with them, providing them the tools to do their job and then get out of the way and let them do it.

CARANO: Cindy Carano for the record. Thank you Mr. Glover, for being here. Appreciate it and welcome home.

GLOVER: Thank you.

CARANO: I guess I worked across the street from you at one time.

GLOVER: Yes.

CARANO: I have a question and here it is. What is your experience in setting and administering budgets and what was the largest operating budget, meaning excluding any debt service that you've been responsible for and when was that, what year was that? So what's your experience and how much and when?

GLOVER: The largest budget I managed was \$1.5 million when I was in Bend. So that would've been right about 2006. And, as far as budgeting experience, when I first went to the Lake Tahoe, Incline Village, Crystal Bay Visitor's Bureau, my boss at the time had been the Director of Sales for Harrah's Reno and she was quite insistent that I learn budgeting. My second year there, she gives me the Excel spreadsheet and says, this is yours. You're going to present this to the Board. This is all you. I'm just down the hall if you have questions. Ever since then, I have been able to—and I'm not sure that this is a great thing to actually admit, but I can actually carry around a picture of an Excel spreadsheet with those budget numbers in my head and probably answer half of the questions you have off of that spreadsheet.

Just diving in and learning how to do it and just having to do it, I've found to be probably the best learning experience in terms of budgeting. I've just gone forth since then and really, really comfortable in that arena.

CARANO: Thank you.

SANTOS: Good afternoon, Mr. Glover. Herb Santos, for the record. Can you describe your experience working with governmental entities, boards and elected officials?

GLOVER: We worked very closely with our City Council in the Hood River Chamber. When I was at Incline, we worked with all the Federal agencies. As you know, the Lake is fairly unique in terms of its geography and the agencies that are involved, so you've got two states, I think it's five counties, seven different federal agencies, we worked with all of them.

When I was in Hood River, I worked as I said, very closely with the Governor's Office. We also worked with the Federal Agencies. For instance, we were able to get a designation for the area for disaster loan funding after the fires. And that qualified folks, small businesses in our area for SBA loans and that was a fine process. I really enjoyed working with the Governor's Office. She's quite nice.

KROLICKI: Thank you Madam Chair, Brian Krolicki for the record. Welcome back to Northern Nevada.

GLOVER: I understand your wife is a Chico alum as well.

KROLICKI: She is and she's very proud of it. She can drink a beer too! say that in a loving way. Nevada certainly is a brand around the globe, largely driven by Las Vegas. 50 million people visit our state. What we do is work very closely with those organizations that really promote, not only Nevada, but the country and we do things in faraway places that can drive these tourism numbers. We hope to receive 25% of our out-of-state visitors from offshore.

Do you have any experience in really working with entities like Brand USA, the USA Travel Association? You know what kind of relationships or how do you see using those

kinds of international organizations, entities, in the tourism space here in Nevada and capture even more of those international visitors to our State?

GLOVER: Yeah. So, one of the things we did at Visit Bend was really trying to play in that international arena. The way I was able to do that was working really closely with Travel Oregon. I would really, I would rely on that experience and some of those contacts to get me reintroduced to some of the folks at Brand USA.

When I was in grad school, I did an internship with what was then, California Division of Tourism, so I still maintained quite a few of those contacts. I still know Caroline Beteta who runs Cal Tour now. Todd Davidson is, sounds kind of cheesy, but he's a Facebook friend from Travel Oregon. I have no problem working in that arena at all.

It's huge, as you noted, a quarter of your revenue now is coming from offshore. It's really going to be important, I think, to be able to take that from the State and try to make those resources available to some of the rural communities and Reno and Las Vegas don't need the help quite as much, but you want to make sure you've got brand alignment when you're going out there so you're not confusing the consumer.

ESTIPONA: For the record, Edward Estipona. So, welcome home.

GLOVER: Thank you.

ESTIPONA: You've lived here. Left the market. Done some research now, coming back. What do you think the biggest challenges we have in marketing in the State of Nevada?

GLOVER: You know, I think there's a couple of things. You want to try to keep it fresh. Part of it is a generational shift. We're starting to see small differences, but they're critical in how you actually reach Millennials and Gen Y and Gen Z. It's more a matter of massaging the message, I think and refining that a little bit. I think it's also probably incumbent on the Commission to think ahead. At some point, I think we're going to see an economic slowdown. I don't think it will be as severe as the great Recession, but I think it's going to slow down a little bit and I think we want to be aware of that as we're going out. Again, try to encourage longer stays by educating people on just everything there is to do here because this is not just a one-trick pony state by any stretch.

ESTIPONA: Thank you.

ROBINSON: In your research, I don't know if you've seen this element of it but we are kind of unique, this position that's being interviewed for. You not only are being interviewed because you'll be a Member of the Governor's Cabinet with other management responsibilities but also as the Executive Director of Tourism. How would you see yourself balancing that, particularly if there are cross purposes at any point that come into play?

GLOVER: I think having a clear vision of what it is you want to accomplish from the tourism standpoint, and you take that with you. If you have that in your own mind, top of mind and then you're open to what else needs to get done, then I think it's easier to reach across—to use a political analogy, it's a lot easier to reach across the aisle if there are competing interests and see if there are opportunities to find that overlap and work towards that common purpose. I actually think that's probably one of my stronger skills is finding different things over here and then being able to find that common area. I think once you find that common set, then you've got agreement. You've got a buy-in on some level on something. And then I think it's a lot easier to be able to get agreement across broader initiatives.

SANTOS: Herb Santos for the record. Can you tell me about a professional failure you experienced and what you learned from it?

GLOVER: The short answer is yes. I'm just trying to pick one! There's not that many, I'm just trying to be clear that I can articulate it.

SANTOS: Hopefully it's not a long list.

GLOVER: Right. It's not a long list, but—so, in some ways, this was a failure. When I was at Lake Tahoe, we decided we wanted to take our marketing budget and pool it for a regional co-op. We were trying to brand the Lake as a big entity and in order to do that, we needed to put all of our marketing funds into this co-op pool.

In order to reach the threshold that we actually had agreed to and we promised, because we were one of the drivers behind this program, the only way to hit that was to include my salary. Which basically mean, I co-opted myself out of a job. But, it was a great learning experience on maybe not doing that again. [laughter]

MARSHALL: Are there any other questions?

ESTIPONA: Edward Estipona for the record. Can you describe for me your management style and your approach? You know, whether it's somebody that's a direct report or staff that's so far down the line?

GLOVER: Yes. One of the greatest compliments I ever received was when somebody asked—when I was getting ready to take over at the Bend spot, somebody that was going to be my direct report asked somebody who had worked with me in Tahoe what my style was and he used one word which was, empowerment.

I like to think of myself as a macro manager. Like, this is what we need to get accomplished, this is what the expectation is. I'm going to give you all the support and all the tools you need to get there but getting there is your job.

STOLDAL: Stoldal for the record. Certainly managing a very talented existing staff is important but this is also in one way I think, the State's leading salesperson for the State of Nevada.

GLOVER: Yeah.

STOLDAL: Looking at your resume and the available documents, I don't see a lot of presentations to the general public or in front of large groups. Can you fill that gap in a little bit for me?

GLOVER: Yeah, it doesn't really show up on my resume anywhere, but that was just kind of a standard part of what I've done. As President and CEO, I used to do—you get up in front of Rotary Club, Lyons, any organization that had questions about what you were doing in the tourism arena.

Where else, I've spoken in front of Western Association of Chamber Executives. I just don't—frankly, never thought to put that on there because I just take it for granted that that's part of the job.

STOLDAL: We're you comfortable doing that?

GLOVER: Oh yeah, extremely comfortable. Yeah.

MARSHALL: Okay then, did you want to provide a summation?

GLOVER: You know, I wasn't really prepared to do a summation, but I really think that if you look at the breadth of my experience and what looks like the key qualifications for this role are, I think it's a very good match. I think being in a position to lead an organization like that is an incredible opportunity. It would be an extreme honor. I think I've been gearing up for this ever since I started as a sales manager at Heavenly Ski Resort and was familiar with Tom Tate and Governor Miller and everybody else. I've kept my eye on this ever since.

MARSHALL: Thank you very much. So just so you know what will happen is, the Board is interviewing candidates and then they will kind of discuss. They will recommend three to me and I will provide three to the Governor. It is Governor appointed.

GLOVER: Great, thank you everyone.

[Applicant Exits]

**Applicant Rick Chapman**

WILSON: Kate Wilson for the record. The final interview for the day, this is Rick Chapman, back of your packet.

MARSHALL: Hi, how are you? Good afternoon. This is Kate Marshall; I'm the Lieutenant Governor. Welcome. I just wanted to tell you a little bit about how we're going to do this. Basically the Board, our Commission is interviewing a number of candidates. The way in

government this set it up is there's a certain set of questions that every candidate is asked. We've divvied those up amongst Commissioners, each candidate is asked the very same questions to make sure that it's an equitable process. After that, then any questions that have kind of percolated to the top by the Commission Members, they will ask you.

We'll ask you to do an introduction, we'll go through the questions and then a summation if you will. Does that sound good?

CHAPMAN: Yes, thank you Lieutenant Governor.

MARSHALL: And then, there's a little button and it will turn green and then that means the mics on. So, why don't you start with introduction.

CHAPMAN: Well, good afternoon everyone, it's a pleasure to be here. I thank you for this opportunity for the interview. Over the past 40 years I've held a lot of different positions from hotels in Reno. I have worked for Convention and Visitor Bureaus both in San Diego, Hawaii, as well as Reno, Sparks. I've also worked as an independent contractor and a business development consultant for associations, hotels, hospitality contractors, as well as businesses.

The leadership roles that I've held have been the Vice President of Sales at the Hawaii Visitor's Convention Bureau. Vice President of Sales at the Reno Hilton and the Executive Director of Sales at the Peppermill. In these positions, I served on the Executive Committee. By being a member afforded me the opportunity to really grow my skillset in managing a large department, being accountable for a budget, as well as the ability to work with a large spectrum of stakeholders.

While in these positions, I became members and participated in industry associations such as Meetings Professionals International. American Society of Association Executives, the International Associations of Exhibitions and Events and Professional Convention Management Association.

My interest in this position actually dates back to the 1990s when I served on the local committee for the Governor's Conference on Tourism. From 1998 to 2005, I volunteered to take on the leadership role as Northern Nevada Program Chair for the Congress. Frankly, I really became highly motivated after I read the Strategic Plan and Annual Report that I found on the Travel Nevada website. It really impressed me on the mission and the vision of this organization. So, once again, thank you for this opportunity.

MARSHALL: Thank you. Then we'll have a series of questions. You're going to have to lean into that mic a little bit because for some reason, it doesn't pick it up as well.

CHAPMAN: Yes ma'am.

MARSHALL: Do we want to start down here or start—okay. Phil, you want to go?

DELONE: Thank you. Mr. Chapman, are you currently employed?

CHAPMAN: I'm currently a business development consultant.

DELONE: Okay.

CHAPMAN: I have a set of clients that I'd be happy to share with you if you would like.

DELONE: No I believe you. No, that's fine. Let's see if there's anything else on my question. No, I think you already covered it in your opening statement. Your statement was excellent by the way.

CHAPMAN: As far as being currently employed, I do have a series of customers, clients that I've actually been working with for the last 10 years. After 30 years of being in the hotel and convention bureau business, I decided to try to go out on my own. I was very fortunate, actually back in 2008, after I left the Peppermill, my very first client was Safari Club International, which was one of the major citywide conventions here in Reno. I worked for them for a total of three years, helping them contract in Las Vegas at the Mandalay Bay Resort, as well as their return back to Reno.

MUN: Cynthia Mun for the record. Welcome Mr. Chapman. If we were to give you this opportunity, what can we expect from you for the first 100 days?

CHAPMAN: For the first 100 days? Well, I would probably equate it like, I wouldn't want to jump into Lake Tahoe when first testing the temperature. We all know what happens when you take your first dip in Lake Tahoe.

I'd really want to be very slow and very careful in how I proceed with the staff. Obviously, getting to know each and every member of the staff would be crucial to me. I'd want to be able to test the morale. I'd want to be able to go through the entire Strategic Plan with each of them. Get to know each of their responsibilities, because obviously we can't stop the process, we can't slow down the process when a new director comes on board. It's the Director's responsibility to go full speed ahead and take that and be accountable for having to learn the process as quickly as possible.

MUN: Thank you.

ROBINSON: Welcome, Mr. Chapman. What is the largest number of staff that you have managed and of that staff, how many direct reports, direct reports like the agency heads have you had?

CHAPMAN: In the various positions that I've had, my staff would average anywhere from 20-35 people. The budgets that I've been responsible for in terms of the sales department has varied anywhere from \$2 to \$6 million.

ROBINSON: Okay, thank you.

MILLER: Thank you, Denise Miller for the record. Understanding that you've already given us a snapshot of it, we'd like to provide you with an opportunity to expand upon your experience in hospitality or destination marketing. And then there's a part two of this, that is, please describe what your greatest win or success in marketing was. Thank you.

CHAPMAN: Could you repeat the first part, I'm sorry.

MILLER: Giving you an opportunity to expand upon your experience in destination marketing and hospitality.

CHAPMAN: If I go back to my experience at the Hawaii Visitors and Convention Bureau, that was my, I would say my first introduction in the international market. Again, it's really critical here when we have the different initiatives. We have international marketing. We have the domestic market. We have different demographics that we are pursuing here from the Millennials to the Baby Boomers to Generation X. So, it's a very broad marketplace that we have to make sure all our strategic initiatives are really well placed. Again, based on what I read on the Strategic Plan, it looks like the foundation is definitely there to continue pursuing.

The part two was, what would I consider my greatest achievement?

MILLER: Greatest win, greatest success.

CHAPMAN: My greatest win, I would say my longevity. I've actually never been without work. I have gone from job to job to job and then, when I became an independent contractor, I immediately found a customer that led to another customer that led to another customer that led to another customer.

So, I would actually say my longevity and my ability to stay, you know, engaged and active in the industry.

STOLDAL: Bob Stoldal for the record.

CHAPMAN: Yes sir.

STOLDAL: My question has two elements to it as well. How would you define heritage tourism and then secondly, this position that you're seeking has more than just tourism as a responsibility. The Arts Council also would—you're connected to that, the State Museum, as well as, the Indian Commission.

So, the first part is, your definition of heritage tourism and then the other one is, how do you manage [inaudible] the other agencies.

CHAPMAN: Yes sir. Well, I get based on what I read in the Strategic Plan, by incorporating all these different elements to drive additional tourism. Heritage and History, Arts, etc., all adds to who we are. It helps define who we are as a State. So, to develop strategic initiatives, you know, we can take advantage of continually expanding in to roads.

STOLDAL: How would you define heritage tourism?

CHAPMAN: Heritage tourism?

STOLDAL: Yes.

CHAPMAN: The definition of heritage is our history.

STOLDAL: Thank you.

CARANO: Good afternoon, Rick.

CHAPMAN: Hi Cindy.

CARANO: Cindy Carano for the record. As I already disclosed, we have worked together in the past and with your significant other as well. So, disclosure done.

My set question has to do with budgets. You just, a moment ago mentioned that your experience in budgeting was with dollar amounts between \$2 million and \$6 million. So, we want to know what your experience is in setting and administering budgets.

CHAPMAN: That's an excellent question and again, I'll relate back to serving on the Executive Committee, [inaudible] that I had. Also, working for a 1,500-room hotel, over in Nevada, [inaudible]. We had a large, extensive budget. So, being part of the Executive Committee is not an individual responsibility as Department Chair but understanding of every departmental budget. So, it wasn't just mine, I wasn't just responsible for my budget, my Department budget, I'm responsible for the entire hotel budget and the annual forecast.

So, again, by having that experience on the Executive Committee, it really does expand into an individual's ability to understand, not only have [inaudible] budget, but how to manage [inaudible].

CARANO: You said that your largest budget was \$6 million. Can you tell me when and where that was?

CHAPMAN: Yes, that was in Hawaii.

CARANO: What year was that?

CHAPMAN: I worked there from '95 to the end of '96.

CARANO: Okay, thank you very much.

SANTOS: Herb Santos, for the record. Thank you for coming today.

CHAPMAN: Thank you.

SANTOS: Since you made a disclosure, I don't think I need to make this disclosure, but in looking at your resume, I'll just put this on the record, back when I was in high school [laughter] [inaudible] I don't know if you remember [inaudible]

CHAPMAN: Yes, I do.

SANTOS: [inaudible] I know that I did convention events as a server and so, I don't know if we ever came in contact with each other. [inaudible]. I thought I'd throw that out there. Since you're the Director of Convention Services, I may have worked on some of your projects when I was a teenager. [laughter] My work in conventions told me I wasn't going to be able to do it.

CHAPMAN: What's your question?

SANTOS: My question, if you could describe your experience in working with governmental entities or elected officials?

CHAPMAN: Yes. When working for the hotel industry, you know, [inaudible] so you know, it's obviously a big matrix relationship involved. There's [inaudible] the same college to [inaudible] tourism into the community and into the state. Again, my experience with the NCOT through the years gave me the opportunity to meet and work with the various state officials at those [inaudible].

SANTOS: Thank you.

KROLICKI: Thank you for being here today.

CHAPMAN: Yes sir.

KROLICKI: Certainly, Nevada is a global brand. It's exciting to be part of this [inaudible] we do. [inaudible] visit our state one way or the other. Certainly, we would like to make that even higher. But working, you know, offshore, [inaudible] extensive hospitality experience. Like, international things are part of the future growth for tourism in Las Vegas area, but beyond, and making sure those guests have the heritage experience as the rest of Nevada, things like that. Have you had an opportunity in your career to really work with groups like US Travel Association, Brand USA? Those kind of relationships and exposure that would help you in this capacity to leverage those relationships and bring additional tourists to the United States, but specifically here to Nevada.

CHAPMAN: Yes sir. Well, I have different exposure. Meaning that not as much as I would like to, this particular road, but I have had extensive exposure to international [inaudible].

Honestly, again, I want to keep coming back to the strategic plan because it really does impress how important and vital pursuing the international market really is. Just taking China. China has been in the news a lot lately because of the trade tension that's going on right now. We recently recorded a lot of Vegas [inaudible] some of the hotel casinos are seeing [inaudible] on their business, at the same time, I recently read an article, the Delta President said, they haven't seen any effect on their business.

It's definitely been a concern in the fact that it's part of a re-initiative in your strategic plan that we have to keep a pulse on them and take them to market. It's an incredible growth opportunity for us. The China market for example, the [inaudible] the middle class, it's growing significantly and they have a desire to travel. They want to travel. As the Visa program gets, you know, more accommodating for them, they're going to take advantage of it and we want to make sure that we have a fair share of that market.

ESTIPONA: Edward Estipona for the record. In your research, in looking at State of Nevada, what do you think the biggest challenges are for marketing in the state?

CHAPMAN: Well, I've always believed that developing a brand, committing to a brand is extremely difficult in any destination. Trying to really [inaudible] a diverse destination that we have in Nevada. I think you kind of hit it on the head with your *World Within and State Apart* which speaks to the fact that in my mind, what I interpreted was that, we have world-class entertainment. We have world-class gaming. We have world-class dining. We have world-class shopping. At the same time, we have our own uniqueness within our state, geographically. I mean, the fact that we're surrounded by five states with a total population of 54 million, you add another 3 million, [inaudible] population, that's a significant population that we can market to both drive in and fly in.

ESTIPONA: Thank you.

MARSHALL: Okay, if there are questions by Commissioners?

STOLDAL: Stoldal for the record. It's a short question. Your resume clearly has marketing and I suspect any presentation, PowerPoint presentation, [inaudible] what I didn't see was any significant public speaking experience. We see this job as the state's top salesperson. What's your experience as far as public speaking?

CHAPMAN: Well, yes, I have hosted a number of different conferences and fam trips over various positions I've had. I've spoken to countless educational luncheons sponsored by various convention bureaus. So, I have a tremendous amount of experience in public speaking as well as sales presentations.

One of my most memorable experience, [inaudible] San Diego Convention Bureau. We were bidding on the National Rural Letter Carriers Association. We were notified that it

came down to San Diego and Las Vegas. We had a local chapter who was supporting [inaudible] and it was going to be held in Atlantic City at the Convention Center.

I walked into the hall and saw 8,000 people, [inaudible]. We had planned this great entrance. We came down a single hall to the music of Tequila I remember. [inaudible] We got on stage, the local chapter president gave his one-minute speech. I had an opportunity to give my one-minute speech. I cued the video, [inaudible] showcase, you know, the destination [inaudible] and it had the song, you might not remember this, The Natalie Cole song Unforgettable in the background. So, we exited the stage, and over the loud speakers came, the song, Viva Las Vegas. In comes a lousy Elvis Presley impersonator, followed by six show girls. Everybody just stood up and started cheering. San Diego went from being Unforgettable to Forgettable, just like that.

DELONE: Phil DeLone for the record and just for transparency, Rick Chapman and I worked together at Bally's Reno 29 years ago, it seems like just yesterday. Rick if you were to describe yourself, given three choices, would you say your strongest skill set, is it in sales, marketing or management?

CHAPMAN: I would say sales and management and marketing.

DELONE: Good, thank you.

MUN: Cynthia Mun for the record. I see that you've had a lot of experience in sales. Can you give me a little more information in terms of your experience in marketing as well, in terms of creative, working with agencies and brand development?

CHAPMAN: Yes. [inaudible] we had an internal marketing department, public relations department, communications department. In my exposure, it was more indirect. I didn't have any [inaudible] any experience in publication [inaudible].

All the hotels I've worked for, as well as the Convention Bureau, employed outside advertising agencies, and agencies that developed the websites. So, I've had a lot of exposure in that.

MUN: Thank you.

SANTOS: Herb Santos for the record. In looking at your resume, you have Chapman Hospitality. How many people work for that company?

CHAPMAN: Myself.

SANTOS: So, if you get this job, it would seem that would dissolve, or what would happen with your clients?

CHAPMAN: Yes, I would release all my clients. I would absolutely notify them and close the business.

SANTOS: Okay. And, my last question is, can you tell me about a professional failure that you've experienced and what you learned from it?

CHAPMAN: A professional failure. I had an idea that question would be asked and I do not have a good answer. It'd probably be more of, you know, looking at myself. Not necessarily a failure, perhaps. Something, you know, I've strived to work on over the years is, I'm very goal oriented. So, I tend to make decisions very quickly, sometimes too quickly. So, I've learned over the years, especially with various staff members, to try to slow down. Listen to what they have to say before I make a quick decision [inaudible]. I think [inaudible] over the years, I have improved on it.

In terms of a, you know, career failure, I really can't address that because again, I am fortunate enough to be able to find one job after another and one client after another.

ROBINSON: Pam Robinson. As you may know, this job is part of the Governor's Cabinet, as management of other divisions, as well as Tourism, how would you manage that with any conflicts between being Executive Director of the Commission versus what might be happening across the street?

CHAPMAN: Well, again, I would [inaudible] quick learning curve that I would have to do because obviously there's a lot of oversight involved in this position with all the agencies.

ESTIPONA: Edward Estipona for the record. Can you decipher your management style?

CHAPMAN: I would definitely call it—well, one, I enjoy working in a collaborative environment. As well as working with the creative people. That's how I would describe myself, as the manager that is very collaborative. I enjoy creativity. I see nothing wrong with having a little fun at the job, even though this position as well as all of our positions are very, very serious. You really need to have a little fun throughout the day and as I look back at the different sales teams that I've had, I've had the opportunity to build; team building is very, very important to me. Team morale is very important to me. This is not a one-person operation. It's a team effort.

MARSHALL: It looks like the questions have finished. Did you want to give a conclusion or do you have anything you wanted to say at the end?

CHAPMAN: Well, looking at my—looking at my past experience and my achievements in the tourism industry and my willingness to establish relationships, develop relationships, [inaudible] really do have the confidence that I can and will be able to succeed in this position. So, again, thank you very much for this opportunity.

MARSHALL: Thank you. Kate Marshall, Lieutenant Governor. So, let me tell you—I think I had mentioned this in the beginning, you're last candidate. The Board Members will discuss and then will recommend three and then I will bring the recommendations to the

Governor and it's the Governor's appointment. So, thank you very much. I appreciate it.

CHAPMAN: Good day everyone.

[Applicant Exits]

WILSON: Kate Wilson for the record. As Lt. Governor mentioned, that is our last candidate for the day. You guys [inaudible] or you can move forward with the discussion piece of the day. I know there were a lot of questions from the Board about potential [inaudible] moving forward and also some discussions, [inaudible] we have available for those questions if there are anything outstanding. I will leave it up to you guys.

MARSHALL: Okay. So, do you guys need a break? Are you ready to go or?

LONG: Lt. Governor?

MARSHALL: Okay.

LONG: Sophia Long for the record. I just wanted to clarify something real quick. When I looked at the statute again, it does say that the Lieutenant Governor will recommend three candidates to the Governor. It doesn't say that the Commission has to recommend three candidates to the Lieutenant Governor. So, the question earlier, if the Commission only feels that there's one or two individuals that they feel that they're comfortable in recommending, then they can do that. It's up to the Nevada Lieutenant Governor to fill in a third candidate.

MARSHALL: Okay. I should say to you guys that, I wanted to do a more collaborative process and to get input from you. This way, that's the way it was done previously. I really look forward to getting your recommendations. But, if you have one, or you have two, or if you have three, that's up to you guys. I do have to present the Governor with three, but I will make sure that he understands where you guys are at, okay?

The way I've seen this happen in the past is, Commissioners can say who they like or if there was someone that stood out to them and why. That's sometimes a good place to start and then, we can get feedback from other Commissioners as to whether or not we have some agreement on that or someone else stood out for them. We can kind of start that way, start with the process.

STOLDAL: Just real quick.

MARSHALL: Bob.

STOLDAL: I think that we've got two challenges. One is to find somebody to run this important agency and then secondly, the credibility of this Commission. And, taking candidates over to the Governor that we have said, these three people are qualified and are highly

qualified to run one of the most important agencies of the State, I think our credibility could be in jeopardy if we're not comfortable. I'm not fully comfortable with most of the candidates. I'm not comfortable saying to Governor Sisolak that these three candidates are fully qualified to run this important agency. I'm not ready to go there.

MARSHALL: Kate Marshall for the record. So, I want to be clear that I will take your advice and present it to the Governor, the recommendations and make sure he understands your feelings. Also understand that, he gets to make his own decision. So, he can interview these people as he chooses, right?

STOLDAL: But does he have to choose from what we give him?

MARSHALL: I believe so. But, like I said, we'll let it percolate to the top. So, why don't we, if you're comfortable with that, why don't we start with some positives.

SANTOS: Can I make one comment first?

MARSHALL: Yeah, sure.

SANTOS: Herb Santos for the record. I would like to get a feeling from the Commission, as I read what you say is that, the representation of three names we are making a representation that these are three qualified people. I would just like to know, just consensus from our Board as to whether or not we could feel comfortable with the four people that we interviewed, or the three people that we feel, anyone of those three has the requisite experience, skills and qualifications to be the Executive Director of the Commission on Tourism. I'm not there, but I didn't know what the consensus of the rest were, before we start talking about those.

CARANO: Cindy Carano for the record. I would say that there is one gentleman, Mr. Brooks, that I would feel comfortable recommending to the Governor. I have never known him. I don't know anything except for what I saw here today and read. With a little bit more conversation, I would feel comfortable with one. And then I had heard that we could go back to the drawing board to get more candidates, if possible, I don't know.

KROLICKI: Madame Chair, a quick question of counsel. I don't know if our candidates are listening, but they are all wonderful, they've all subjected themselves to this process, qualified [inaudible] this position as Director for Tourism, Art and Cultural Affairs, it's just a higher level, I think and absolutely agree with Commissioner Carano that, I'm comfortable with only one of the individuals, one individual, I feel had the gravitas and composure to do this job. [inaudible]

The statute states that the Lt. Governor shall recommend three names. Do those three names all have to come through this interview route? Or, the Lieutenant Governor may suggest other names, perhaps outside of those that have been interviewed today.

LONG: They cannot. As the statute reads, that the Commission makes a recommendation to the Lieutenant Governor. That's all it is.

KROLICKI: And, so the Lt. Governor has the discretion to—the Lieutenant Governor must provide three names to the Governor, right?

LONG: Correct.

KROLICKI: But the Lieutenant Governor can offer names that perhaps weren't part of this interview process, is that correct?

LONG: She can, however in the interest of transparency that we should always do interviews, like this. The statute states that she doesn't have to—she's not bound by this interview process and she's not bound by the Commissioner's [inaudible].

KROLICKI: Thank you. I would have to go back to Mr. Stoldal's comments. It is important for us to make meritorious suggestions to the Lieutenant Governor, I think our process to take to the Governor's Office for his consideration, this may not be the right moment, but how can we help the Lieutenant Governor [inaudible] this Commission in her requirement to bring three names forward to the Governor. Perhaps this Commission tentatively believes that one of these individuals [inaudible].

MILLER: Thank you for all those comments. I too do not feel comfortable offering you a slate of three. And, with respect to our limited counsel, [inaudible] the way I read the statute, your recommendations do have to come from the voting members, [inaudible] as designated by statute. So, it's not as if you could go out and take out an ad and get someone and provide a recommendation to the Governor based on your own independent counsel. You would have to be recommended from a set group of people.

I don't feel that we can offer you a slate of three. You can certainly get recommendations from the Chair of the Board of Museums and History, the Chair of the Nevada Indian Commission and the Chair of the Board of Nevada Arts Council.

MARSHALL: So, thank you for that. Kate Marshall for the record. I appreciate what I'm hearing from the Commission Members. I want to ask you a question, I think we need to consider seriously.

There are certain parameters surrounding this job. One of them being location. One of them being salary. One of them being that you are looking for a job description that isn't a standard job description. One of the being that the position is as some of you, I think brought up, a position that not only crosses different divisions, but crosses a Member of the Governor's Cabinet.

So, what I'm hearing from you is that you did not find that fit. What I want to ask you is, do you think if you went out again, you would find that fit? Or is it a product of you—that beautiful chair, it might be not available in this type of room you have built for it?

SANTOS: Herb Santos for the record. If we went back and get more names, the real underlying issue is that, what's offered for pay is not enough for what we're expecting for the person that gets that job. I don't know what the rules are, how to fix that, but—or whether or not it can be—if we have the power to be able to increase that salary. I don't know how it works. But the reality is, it doesn't pay enough for us to get the quality person to run this huge budget, for the most important component of our state, the revenue. I mean it's a number one source of income. Look at all the people it employs.

In order to get people to this state, you have to have the right person. I don't know if we open it up again, whether or not we're going to say, oh now I'll [inaudible]. It doesn't pay enough. I don't know how to fix that.

MARSHALL: Okay. Let me hear from some other Commissioners.

ROBINSON: Pam Robinson. I'll answer no, we can't change the pay. It comes out of a classified pay bill. It's established by the Legislature. I will also say that, no one goes into public service with the idea of getting rich or wealthy. There are benefits that go beyond that and either for altruistic reasons that they love tourism and they love to be able to do it on the big screen with a state, versus you know, hundreds of different visitors and convention authorities, it's—that's what drives a lot of people, I think.

So, money is always going to be an issue. It's something that the State has struggled with for years and that has to be fixed in a completely different way. I totally agree with you but I don't think that's—I mean, we have what we have to work with and so, within those parameters.

I actually found two that I think that could do it. I like the gentleman from Bend, Oregon. I think he came with that rural background. Mr. Brooks is a much more Vegas. He made me feel like he's a Vegas guy. He didn't know anything about our territories or the rural part and that wasn't brought up really by a number of candidates, but those are the two I would be comfortable.

KROLICKI: I know amazing efforts have been put forth to get us here today. We heard from the people here, this is a job of a lifetime for a career. This is special. This is Nevada. We are tourism. This is what we're all about. There are thousands of professionals in this field, for that public service, to have that marquee, great job of Nevada tourism. They'll be working with Nevada, Reno/Tahoe, I mean, I can't imagine we can't find someone willing to, you know, I know the pay is an issue but you know, people are motivated beyond that, at least for several years at a time.

I know we tried hard. I know we worked with the personnel. Do we feel like we really reached a target audience of folks, professionals who would entertain this kind of a possibility, at least if they knew about it.

MARSHALL: Okay. Kate Marshall for the record. I think that what you're asking is whether or not the process was wide enough and the process was good enough. I think it's hard to answer that unless, do you have something that you feel was not done?

KROLICKI: Yeah, I mean, this isn't a criticism, you know, working through the State Personnel System, you've advertised wherever we did, but you know, is it worth doing a professional job search, using headhunters in the tourism industry. Things that might cost money but if the answer is, we feel like we touched the diaspora of tourism officials and this 30 some odd list of folks who responded today. If we feel like we've done with the resources that we have, I mean, if there are more resources, we think we could do better, if the answer to that is, yes. Then maybe it's worth throwing it out but then again, we've survived before with acting Directors.

This is so important. This needs to be for a long time. If it takes us another three months to access folks that we just couldn't touch before because we didn't have the budget to do it before, you know, whatever it was. Yeah, it's not a criticism at all, but maybe we should take pause.

MARSHALL: So, let me just ask. What I'm hearing the Commissioners say is that they want to know whether or not we might be able to have funds to go do a professional headhunter. I don't know the answer to that question. Did you want to add something Bob?

STOLDAL: Real quick. First of all, half of the applications we received were from people that were in marketing. So, I don't know what tree we shook. I'd like to understand where we went with that. It seems to me, the majority that didn't have the tourism background.

Secondly, I think there are some good people out there, based on some layoffs and some changes in some of the larger hotels in the State. We may see, we may get some new candidates.

MARSHALL: I'm going to ask two things to happen. Kate, I'd like you to—if somebody would like to come up and talk about how the job description was announced and where. Then, Brenda, if you could come up, I think when staff asked you before if you would be willing to talk about whether or not it was possible for there to be money in the budget to move through a professional headhunter. I'm not asking you to say one way or the other. I'm asking you to say what you believe is possible okay?

WILSON: Kate Wilson for the record. Again, so as some of the Commissioners who were on the subcommittee understand, there was a pretty set process through HR/Personnel on the list of websites Monster, Indeed and then they also post on the State Website, obviously and there's [inaudible] associated for people looking for state entity jobs. There is an amazing list of recruitment websites that you would get at any state. Anything outside of that has to be paid for by the Agency itself, which then brings in the Travel Nevada or the DCTA team to decide if that is a cost that they can incur and worthwhile to that extent. So, during the first wave of applications, it was just the standard search but beyond that there's a cost incurred.

- MARSHALL: Thank you. Brenda did you want to come up and if you could speak to what might be possible or not possible given your budget.
- NEBESKY: For the record, Brenda Nebesky. We spoke the other day about this possibly and I told you at the Commission meeting, we were just finalizing the FY '20 budget. I have no idea what a headhunter contract costs, so it's entirely possible to build that into the budget. If it's less than \$50,000 we can do an informal solicitation and get three quotes. And, contract with that person.
- DELONE: Phil DeLone for the record. I believe a headhunter charges one-third of the first year's compensation/salary.
- NEBESKY: Okay. So—
- MARSHALL: The compensation actually includes benefits, which means you have to add about what, 34% to the salary—we're probably right at that. What was the salary for the position, I'm sorry.
- DELONE: Max was, I think at 1.7.
- MARSHALL: So, 1.7, you'd have to add about 34% to that to get the compensation package, just so you guys know when we're talking about that. Thank you. Thank you very much.
- ROBINSON: Does it come from the Department's budget or does that come through HR?
- NEBESKY: It would be ours I assume.
- ESTIPONA: Edward Estipona for the record. You know, it's interesting, the way things are happening with the hiring right now, if you went through the general pool, just the normal pool, how they normally do things, it's not specialized enough. Even within the pools of tourism, there's got to be sites for tourism types jobs, where tourism experts are going to.
- It's about finding those unique sites. If you do a headhunter, great, but even asking [inaudible] that are just specific—everything is becoming more niche, from a marketing standpoint, from a job marketing standpoint. So, even when we're hiring for our Directors, we can't just do a general employment place like Monster.com. We have to go more specifically where our Directors reside.
- WILSON: Kate Wilson for the record. The other thing I would note is that when we began this process, the acting Director was intending on being an applicant, which then we could not do anything from within Travel Nevada. Now that for this first round, she has not put her name in, those were positions inside Travel Nevada, which we could not use given the current set.

So, assuming that that is not the case, then A) it would just be the cost of posting on those type of websites because HR will not incur those costs and then also just, leveraging the internal knowledge of the Department and the different agencies to make sure those are on the correct websites.

The one thing that hasn't been discussed and also, we'll sort of the defer the data on this. It is my understanding that we could do some sort of a hiring where we can hold open the job description again and go through the process of trying to find someone deliberately. That would have to be a decision on your part. And also, just a discussion how long we want to have this process ongoing. So, that's something to think about as the Committee.

Lastly, this is a question for you, Sophia, again, transparency notwithstanding, is it possible for Commissioner Mun and Commissioner Santos to say, I know this person and you should consider them for this position. Have the Lieutenant Governor do her due diligence and say, yeah, I totally agree. Does that fit the statute of a recommendation from a voting member of the Board? Or, does it have to come in front of the whole Board?

LONG: You know, Sophia Long for the record. I think that might be okay because what the statutes says, you know, specifically is, to get recommendations from voting Members of the Commission on Tourism. Whereas, you know, in other areas of your statute, it refers to the Commission collectively, as the Commission on Tourism. This is a provision in the statute that specifically individualizes the voting matters. So, I mean, that's what it looked like to me is that, your individual voting members can also recommend someone.

SANTOS: Herb Santos for the record. Looking at NRS 231.210, how do you define recommendations? Is it just the name? Or, is the Commission allowed to make more specific recommendations to the Governor?

LONG: I'm sorry..

SANTOS: For a recommendation to occur, it says the list of three persons submitted to the Governor by Lieutenant Governor, from recommendations made to the Lieutenant Governor. Is the recommendations defined as just the name we give to the Lieutenant Governor, or is the specific recommendations regarding the applicants?

LONG: So again, I think that's something that the Lieutenant Governor would decide. There's nothing, you read, there's nothing also when I read what a specific recommendation is. Is it a person? Do you have to give a resume? Does the person have to interview? There's nothing really specific about it.

MARSHALL: Kate Marshall for the record. I think part of what the Commissioner Santos is getting at is whether or not the Commission could give me criteria that I needed to fill. Is that what you're saying?

SANTOS: Herb Santos for the record. What I'm saying is that there is consensus of one person that we think would be good. Are we allowed to give three names of recommendations regarding those applicants, so we're giving you three names, but our recommendation is to a certain person?

MARSHALL: Yeah. So, let's say you guys say, here's one name or two names. Okay, come up with three, but want you to know we don't have confidence beyond those one or two. Then, when I take the three names to the Governor, I'm simply giving you my word and intent that I'm going to relay that to the Governor.

CARANO: Cindy Carano for the record. I was reading the minutes last night and I'm remiss in saying that I thought everyone in the tourism industry would know this job was open. And, to tell the truth, I think that they do.

So, for one reason or another and I think it is [inaudible] that we weren't able to attract the candidate other than the gentleman that is at the end of his career, you have people that are climbing and you have people that are there and you have people that are set and they have different priorities [inaudible].

I would be comfortable in giving three names with the recommendation and if the Governor could say you know what, I don't agree and then we'll open it up all over again. I think he's astute enough to know the qualifications.

STOLDAL: I'm not sure that that's what we heard. Stoldal for the record. Just, the simple question is, if we sent to the Governor a list of three people, two of which were going to tell him, we don't have confidence in but there's one we have slight confidence in, he looks at that, at the three and he's got to choose from those three, I don't see the [inaudible] he says, no go back and start all over again, I don't like any. I don't...

LONG: Sophia Long for the record. You know, again, the list of three doesn't have to come from the Commission. So, if the Commission only has one or two, the Lieutenant Governor can also get names from the other individuals which again, the Board of Museum and History, the Chair of Nevada Indian Commission and the Chair of the Board of the Nevada Arts Council. So, it doesn't have to specifically come from this Commission.

MARSHALL: Kate Marshall for the record. Is the Governor bound to choose from the recommendations? I don't think he is. Is that right?

LONG: Yes, it says, must be appointed by the Governor from a list of three persons, submitted to the Governor by the Lieutenant Governor.

MILLER: Then he can say he doesn't like our list and send us back to compile a new list.

LONG: I think that's perfectly reasonable. Yeah.

STOLDAL: I would suggest that we're making, no offense, we're making some legal opinions on the on the fly here. Based on the previous times that we have done this, there is a precedent on how this Commission has operated. It wasn't any of these things, it was that, there were three names that this Commission voted for and gave to the Lieutenant Governor and she transmitted that to the Governor and the decision was made.

I [inaudible] to talk about each one of these people on this list and give the Lieutenant Governor a name?

MILLER: I didn't say that.

SANTOS: Herb Santos for the record. I don't read the statute that way. I think the three is kind of collectively from all four of those organizations. The Members of the Commission on Tourism, so it's one group of three from collectively that group is the way I read it. It's got and at the end of that. So, you've got the Chair of the Board of the Nevada Arts, we've got the Indian Commission and Board of Museums and History and the voting Members of the Tourism Commission. So, I think collectively that, this group, submits three names to the Lieutenant Governor, recommendations and then the Lieutenant Governor sends that to the Governor. I don't think each of these agencies...

STOLDAL: I agree with half of that. Stoldal for the record. I think the way the statute was interpreted the other two times is that this is the one case where those agencies get an opportunity to vote, otherwise, they're non-voting members.

MARSHALL: Okay. Kate Marshall for the record. I realize that, you know, myself and some others who are lawyers here and people with a lot of experience, but I think we're required to follow the advice of our counsel and we have that advice.

Let's just let that settle, I'm not sure that the Board should not want to get involved in legal arguments, as much as I enjoy legal arguments. Commissioner Mun, yeah.

MUN: So, isn't the question right now, to say, are we going to make a recommendation of three knowing that the Lieutenant Governor has our input or that we have confidence in one but maybe not all three. And that she would submit that to the Governor and the Governor could decide that if that one is a candidate, or maybe not. And, have us come back.

MARSHALL: Kate Marshall for the record. I think there's three options in front of the Commission right now. One is, as you described. A second is whether or not we, now that, if we understand correctly that a member of the Department of Tourism has not applied for the position, there are sites that we didn't advertise on. So, Board Members, very involved in this industry believe that it is well known that we are looking for an Executive Director. We could simply do that and reopen it. The third way is that we could ask the acting Director on Tourism and this Commission whether or not they

would consider putting aside some money to do a headhunter to see if that produces something.

Each of those has risks, right. The first one, the risk is that you get someone that you don't have confidence, or have less confidence in, or doesn't quite meet your criteria. The second and third ones, you risk losing someone who it seems like people do have some comfort with or maybe two and perhaps, you don't know what you're going to get. So, all of those have some risks to it.

Anyway, did I correctly identify where we are? Okay, Katie?

WILSON: Kate Wilson for the record. Just one clarification. The two [inaudible] will tell you fiscal, and budgetary to them. So, while the headhunter, I'm assuming would be far more expensive than expanding the online search and posting. They would both have to be covered by Travel Nevada before they would approve those costs.

MARSHALL: Kate Marshall. So, I think that's what we have in front of us. I'll open it up again. I know you're uncomfortable, so where can you get some comfort, enough to move forward?

KROLICKI: Madame Chair, Brian Krolicki. This is the most important job in the State of Nevada and with great [inaudible]. You'll be here for another three and a half, about seven and a half years, this individual is going to be intimate with your career here as it relates to tourism. I just think it wise to make sure that we have the finest persons in front of us. We may or may not have accomplished this. There are some [inaudible] untouched, perhaps we can excuse some of the folks we've seen today, perhaps encourage certain ones to stick around, but this is such an important decision. It's part of your time and the marvelous office as Chair of the Nevada Commission on Tourism, I want you to get it right. It's just too important. I think just working with the rules and statutes here, perhaps [inaudible] doesn't represent the Commission as well it could. We've functioned for some time without a permanent Director. Having Brenda and David prior, as acting Directors we can function longer without someone. We can't wait to have that person, but we can wait longer to find the right person.

I really would urge—a lot of this is [inaudible] it's about opening it up and hopefully [inaudible] that we had at least one person who can do the job well, exceeding well, perhaps even two, if there's some way to encourage them to stick around. I suspect they would given the reasons why they wish this, so I think another 90-day process, really behooves you, the State of Nevada and this Commission and to the people who come to this building every day. The person that's sitting over all—I mean it's the morale, it's the center piece. It's the vision. It's just crucial. I urge us to get it right and not to just conform to statute.

MARSHALL: Other Commissioners?

STOLDAL: This is Stoldal for the record. I concur. I think 90-days is fine. I also concur with hiring a headhunter. We can't go out and find a person, [inaudible] we need to spend money to find the right person for this critical job.

SANTOS: Herb Santos for the record. I agree with what you guys are saying, but. If we think that the one person that everyone can say is a good fit for us, and there's consensus that there is, then I would be nervous about doing [inaudible] potentially lose that person because some other opportunity comes up for that person and then we go through the process and we get someone who wasn't as good as that person. Be careful what you ask for. That may be the result of the risks, if there was consensus that the one person that is on everyone's list, who they liked, would be a good fit, then looking at the statute, it says recommendations, it's not just a name but we make it very clear in what's being submitted to the Governor, as to who are unanimous, consensus as to who that person should be, if that's not [inaudible] I would be willing to submit three names with basically that weather report to the Governor that who we think is the only good fit for us.

MARSHALL: Kate Marshall for the record. How about this idea. If there is a name you can coalesce around, I can ask for a meeting with the Governor. Tell the Governor that the Commission was unable to come up with three names. Tell the Governor that the Commission could potentially use, find out if the Tourism Department can afford for us to go for a headhunter. If he would like three names with the identification a name that the Commission is comfortable with, he can, or if he would rather wait for the Board to go out with a headhunter, he can do that. What do you think about that? Sophia, what do you think about that?

I mean, I could just have a meeting with the Governor and say, this is where the Commission is right now, without giving a recommendation. I just say, here's our options. How pressing is this—you know, ask him if he would like it to take a little longer.

LONG: Sophia Long for the record. I guess that sounds like a plan?

MARSHALL: What do you guys think?

KROLICKI: Madam Chair?

ROBINSON: I think that that is as good a plan if we are going to forward with a name, but I would be uncomfortable, at least from my perspective, saying that the Commission wholeheartedly endorsed that one person. I think we settled for him based on what we saw, but to me, he didn't knock my socks off.

MARSHALL: If the Commission can't coalesce around even one individual, then I don't want to put that out there. I don't think that's a fair representation then and I don't want to make that representation. So, is that where you guys are?

KROLICKI: We want the Chair to be able to provide the Governor three extraordinary names capable of doing this job. How can we help you? I mean, if you support having a conversation with the Governor, I would support that [inaudible]. If you would like to have the one name, so that this Commission has at least finished with it's business, the conversation [inaudible]. I support the Chair's desire here. It's—

MARSHALL: I'm still hearing glitches and that doesn't lend to a good decision. How about this. May I ask Brenda as Acting Executive Director, if you could go out and find out how much a headhunter would cost, show them a job description, see what they think, okay. Maybe show that to two or three. I'm sure there's some people on this Board that can give you names of headhunters in that industry. If you could come back to the Board, we're supposed to have a telephonic conference, pretty quick here. So, if you could come back to the Board in that conference, tell them what the number is, tell them whether it's possible or not, we don't really know, right. If the number comes back too big, it's not possible and let's hold this process [inaudible] until that telephonic conference, does that sound good? Because people are obviously not ready to make a recommendation, so I don't want to represent that you are when you're not. How do we feel about that?

SPEAKER: Good.

STOLDAL: [inaudible]

MARSHALL: Absolutely. Okay. It looks like we are comfortable [inaudible] are you comfortable Brenda, with doing that?

NEBESKY: Brenda Nebesky, yes, I'd be happy to undertake looking into a headhunter. Yes, absolutely.

MARSHALL: Okay, great. All right. Motion to adjourn?

LONG: Before you adjourn, you have to do one last public comment.

MARSHALL: Hold on a second, I didn't do Commissioner Comments. Commissioner Miller did you have a comment? Oh.

MILLER: No, I was just saying, you have to have public comment.

MARSHALL: Public Comment. So, anybody in Las Vegas? Hearing none.

MARSHALL: Okay, anyone in Carson. All right. Motion to adjourn.

ROBINSON: So moved.

MARSHALL: Second?

MILLER: Second.

MARSHALL: Discussion? All in favor, say aye.

GROUP: Aye.

MARSHALL: Adjourned.

The meeting adjourned at 4:22 p.m.

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