

MINUTES of the NEVADA COMMISSION ON TOURISM  
Tuesday, July 28, 2020

The Nevada Commission on Tourism held a Marketing Committee meeting at 10:04 a.m. on July 28, 2020 via Zoom.

**Call to Order**

Fletch Brunelle, Chair, called the meeting to order at 10:04 a.m.

**Committee Members Present**

Deny Dotson  
Fletch Brunelle  
Christina Erny  
Carl Ribaudo

**Committee Member absent/excused**

None

**Staff present**

M.E. Kawchack  
Jessica Grundy  
Kyle Shulz

**Guests present**

Cynthia Mun  
Noble Studios - Jarrod Lopicollo, Erin Stiehler

**Roll Call and Determination of Quorum**

BRUNELLE: Alright, so everyone's here. Good morning. I'd like to call to order the Marketing Subcommittee Meeting of the Nevada Commission on Tourism. It's July 28, 2020 at 10:04 a.m. So, was this meeting properly noticed and posted in?

GRUNDY: Yes, it was.

BRUNELLE: Okay.

BRUNELLE: All right, thank you, M.E. Can you also take roll?

KAWCHACK: Yes. Fletch Brunelle?

BRUNELLE: Here.

KAWCHACK: Deny Dotson?

DOTSON: Here.

KAWCHACK: Christina Erny?

ERNY: Here.

KAWCHACK: Carl Ribaudó?

RIBAUDO: Here.

KAWCHACK: We have a quorum, thank you.

### **Meeting**

BRUNELLE: Alright. Can we move on to public comments? M.E.?

KAWCHACK: Thank you, everybody, for being here today. I know we're all very heavily immersed in the ongoing struggles of being a DMO marketing organization during a pandemic, so we really appreciate your time today. We had plans to meet back in March and it was a session that we were all really excited for because we're driving our strategic plan, prioritizing our metrics, and identifying net markets and establishing goals for the next year. Today, we've all had to shift focus and concentrate efforts in new ways, overcoming challenges that none of us thought would be on our plate. We all had to do some adjusting and rethinking and, you know, these are things that we all know how to do very well. But today, we're going to review with you our current state of affairs, what we're doing now, what we're looking to accomplish in the next few months. I understand the timing of this meeting is a bit challenging. We were to meet ahead of the September Commission meeting, but that actually got moved it up to August. So, again, thank you so much for your flexibility. I really appreciate it. We're still very much in the midst of COVID and the struggles around that. So even though we are focused on recovery, we're still cognizant that the time for all this is still unknown and everything we plan is built around that adaptability so keep that in mind as we walk through the recovery plan. I'd also like to introduce our new Marketing Committee member representing the RSCVA. Christina Erny is the Director of Marketing at the Reno-Sparks Convention & Visitor's Authority. A native Nevadan, Christina has worked at RSCVA for more than nine years marketing the Reno-Tahoe destination. Christina is responsible for leading, developing and implementing the organization's marketing, promotional, and advertising campaigns and strategies. Christina has earned her certificate, her Certified Destination Marketing Executive credential, from Destinations International and has been recognized as one of their

“30 Under 30 Future Leaders in Destination Marketing.” So, welcome, Christina, thank you so much for joining us. I really look forward to having you on the committee.

RIBAUDO: Welcome.

BRUNELLE: Welcome.

ERNY: Thank you.

KAWCHACK: Welcome, Christina.

BRUNELLE: Thank you, M.E. So, looking onto item B, just a couple comments. Is there anyone on the call for public comments? If so, each speaker will be limited to three minutes and the only comments should be limited to the agenda items.

KAWCHACK: No one's here.

BRUNELLE: Hearing none, we'll move on to the next agenda item which is seal approval on the minutes from November 18, 2019. Are there any proposals by way of motion for any matter waiting for this?

RIBAUDO: Move to approve.

DOTSON: Second that.

BRUNELLE: Moved and seconded. All in favor, say aye.

RIBAUDO: Aye.

DOTSON: Aye.

BRUNELLE: Any opposed? Motion carries. Alright. We'll move on to agenda item D, nomination of new Marketing Committee member. It's my understanding we will not be nominating a new member today. This Commission will vote at the next meeting for Cynthia Mun to formally join us in the next quarter. There will be no other party nomination today. Are there any questions?

RIBAUDO: I don't know Cynthia, maybe just her background. Just curious.

BRUNELLE: Cynthia?

MUN: Hi Carl, I know Fletch from our days at --

RIBAUDO: Oh, okay.

MUN: Yes. I've spent about 20 years in strategic marketing and basically in Silicon Valley and in Las Vegas. I was in charge of business insights and strategy for MGM across the corporate for about five years. And then after that, I worked for Tropicana as well. But prior to that, I launched Pandora which is an online music company, and eBooks, which is the precursor to the Kindle. So since about seven years ago, I actually became a children's book writer, but I still have my feet in marketing kind of across different, I guess, areas of new technology. And I do some consulting, but I'm much more interested in the strategy. And because of my skills, I like to keep my hand in it, but I'm actually a writer now.

RIBAUDO: Terrific. I know that strategy and writing direction very well. Welcome.

BRUNELLE: Thanks, Carl. Thanks, Cynthia. Does anybody else have any questions? Okay, now we can move on -- to jump on to agenda item E. It's going to be an overview of the approved recovery plan. M.E.?

KAWCHACK: Great. So, I'm going to share my screen with a PowerPoint that isn't super-formal, but I thought it would be better than looking at me in this weird angle that my laptop has. So, like I said, it's not super formal. It's really just reflecting the recovery plan which you should all have available to you. And I'll just sift through it all and just make sure that I'm sharing my screen.

**Paused for technical issues**

KAWCHACK: Okay. I'm going to walk through the recovery plan like I mentioned. Our FY21 recovery plan was written from the bones of our FY21 strategic plan, as we quickly had to respond to the ongoing health and financial crisis brought on by COVID-19. The plan was approved in June by the Commission. So, today we're going to review some of the more marketing-centered initiatives. I can certainly answer any questions on any portion of the plan, but I'd like to get to the portion where we can review metrics and KPIs so we can be sure to potentially vote on those. We'll also want to get to programmatic budgets. So, I'll start with reviewing the two main parts of the plan led by marketing. So, Evolve the Brand is always something that's part of our strategic plan.

**Paused for technical issues**

KAWCHACK: So, our brand is well-positioned for travel in a post-COVID world, we're very much cognizant to the fact that we're currently living in a currently COVID world. So, we're not quite there yet, but our brand position of freedom is very much a part of what travelers will seek out. The timing and positioning will need to be reflective of where we are in the re-opening process. Competitive destinations have also started doubling down, have similar sentiment or have found that now is a good time to start, for example, road trips or large open spaces like California and Wyoming. So, we know that we have to stand out and we believe that our differentiator is our tone which is familiar, authentic and trustworthy, which we've really worked through in the last few months through our social channels, in particular. So, I'm going to do something pretty scary. And I know our Noble friends are on the call as well, but I'm going to show our website, which is not live quite yet. I'm going to go ahead and show everybody so that we can talk about it. We are going to be launching this mid-August. It's our re-platform and we've decided to do this re-platform because it's technically necessary. We were getting to point in our past platform that we had too many limitations because we had customized it so heavily over the years. And we knew that we needed to be more nimble and hands-on with an opportunity to change regularly. So, we also felt this was a good opportunity to better feature our new creative elements into a design. So, you'll be able to see great elements of our campaign throughout. Again, this is not live. We are still -- people are working on it right now, so it might change while we're looking at it. A great deal of time was put into identifying and creating optimized, branded content. You'll see that some of our themes are being brought to the forefront here. It's just going to have a lot of -- it's optimized for search, too. So, we really wanted to make sure that we were easily searched and found for things that we're known for. Now that the bones are built, we'll begin cleaning up content that needs a refresh and continue to work with Noble on the search side for optimization. Every -- all the information except for these new optimized pages, like points of interest, under things to do is all existing content and that's what we're going to be working on in the next few months, just making sure that everything is cleaned up. You'll see that we have inspirations, things to do and places to go. We're always wanting to do our usability testing on our websites. And so, we hope to be able to execute it in Q2, but more likely Q3. And generally, when we do website usability testing, we're able to find that it kind of confirms our thoughts, but sometimes there's really great insights. So, in the meantime, we're going to be looking at analytics for learnings as well, like

bounce rate and time on site. And we'll also be able to utilize heat mapping in the next few months until we can -- you know, we're going to do these min tests as we go along.

**Paused for technical issues**

KAWCHACK: So I won't talk as much, but you could see that the Nevada inspirations were able to bring all of this up to the forefront with subjects like stargazing and more branded content we like to own. There's an ability to have larger imagery on there and all the content is optimized. Things To Do exists as it has before and we'll be working on getting those POIs updated. But again, something very scary to do now, but I'm really excited about the re-platform. I think it will be a lot easier to update content and really showcase our assets.

BRUNELLE: So, M.E., if possible after this call if you could send the link so we can play around with it, but it looks really good.

KAWCHACK: Yes, I can definitely do that. It will probably -- if you don't mind, I would like to wait. We're doing a walkthrough on some changes tomorrow within the Noble team, but I will definitely send it to you before it goes live.

BRUNELLE: Sounds great. Thanks.

ERNY: Yes, it looks great!

STIEHLER: Yes we're really excited. Like Emmy mentioned, it's going to empower their internal marketing team to be able to own a lot more components and aspects of the site, which means they'll be able to make updates quicker and more efficiently and it'll be less expensive to manage the site overall. And so, it's going to be a really positive change for the Travel Nevada marketing staff.

KAWCHACK: Absolutely. Very much looking forward to that. So, I'm going switch back here. So, on the paid media side we do not anticipate having a large budget this fiscal year at any point to get back to the levels we were in FY19 or the early part of FY20. When we get into the Discover Your Nevada portion of the recovery plan, you'll be able to see more details around our in-state paid efforts. Right now, we're heavily in search and social on the paid side. And we also have opportunities with paused placements that we'll begin to release strategically. We don't want to release one placement when there's nothing else to

support the overall campaign. And we also don't want to get into DMAs where people are unable to have a full experience when they come here or have quarantine when they return home. So, we're going to be reviewing the following factors when we do get back into domestic markets. Review the criteria the state is using for phased openings, which I understand last night was just changed, that term was changed but the criteria still exists, which is the average number of tests per day, case rate and past positivity. We are also going to confirm it that it is not on a quarantine in the DMA in which we explore. We also want to review the state of air service from DMAs in Las Vegas and Reno, which we do through RASC and then the bi-weekly calls we listen in on with the LVCVA and also monitor interest level in web traffic from DMAs and pages visits. Customer relationship management, so we have cooked. In the past few months, we've cooked people who are visiting and what we're calling recovery contents on our site so that we can better able market to these people as we're coming out of this. Over the last few months, we've increased the frequency of our emails and we better focus with subject matters to monitor the engagement. Our lists are being cleaned right now and we anticipate a substantial drop in subscribers just by nature of knowing these people having dropped off for certain reasons. And we have not hit our benchmarks recently in our CRM efforts, so we're looking at ways that we can attract more engaged visitors. That's something we are really going to concentrate on in the coming year. Public Relations, we're very excited to add Tracie Barnthouse to the Marketing team. We've worked with her for the last year and a half, almost two years on the PR side, but now we have her as part of the Marketing team. We have the ability to better streamline paid and earned efforts to ensure consistent messaging. So, we're really excited about this especially right now where earned is going to be so important. Through the pandemic, we made a decision to prioritize the coverage we accepted because we wanted to make sure that we were still controlling the message, we weren't getting lost in the shuffle, and we were able to be selective and strategic in our opportunities, so we could stay on brand and on message. And we'll continue to do that, and I'll get more into this during the Discover Your Nevada section because there's a lot of great opportunities there for a lot of integration on the public affairs side. Okay, so research is something that we always are investing in, but studies are expensive so we have to make sure that we're still reviewing traveler sentiment and behavior through all of this, but we're trying to identify the best studies that are out there. So, we're continuing to rely on weekly traveler sentiment from Destination Analysts.

We also receive complimentary summaries from other groups as well. And what we're seeing is that the trends are similar. So, everyone's finding the same things out there, which is incredibly validating. We also meet on a weekly basis with statewide economists, and that covers Health and Human Services, DETR, Taxation, GOED and the private sector. It's -- extremely fascinating, especially when the situation would sometimes change in the middle of the meeting, but just to hear how the whole state is working through this crisis. We do want to resume our integrated marketing effectiveness study. Right now it's paused because we're not in market and it's super expensive, but we are looking at ways that we may be able to trim down to be more cost efficient because we still think that there is an opportunity there for awareness. And, again, we want to talk about that when we look at Discover Your Nevada in state. And I mentioned why the usability is a study we'd like to resume. And when we start looking next year into the global markets, we'll want to incorporate some kind of consumer sentiment as well like we do on the domestic side and we also will continue with Arrivalist, analytics and other in-house metrics. So, I'm going to pause here. Are there any questions on the brand itself in our state of affairs?

RIBAUDO: I have a question on the research.

KAWCHACK: Okay.

RIBAUDO: It seems to me I see a lot of the same stuff out there. Like I see one more sentiment study, I'm like, I don't know. Is there an opportunity to completely rethink the research, you know, during this pandemic and say, you know, what does it really need, you know, as opposed to what is everybody doing? And we may arrive at the same point, okay. I'm not saying we might not, but I'm seeing so much of the same stuff out there that the industry keeps talking to itself. And I'm wondering if we're really getting breakthrough insight or just the same stuff 20, 50 different destinations are getting and that gets us no competitive advantage. So, I just throw that out there for consideration, and --

KAWCHACK: Kyle is here if he wants to speak to it, but I think it's important to at least hear the traveler sentiment, which is why we only went with one. Knowing Destination Analysts is providing that information weekly and knowing that we're getting that information from other places as well, and it's the same, like you said, but we feel like you really do have to monitor

traveler sentiments. I'm not sure if there's other things out there and it's certainly something we can look at if there's an opportunity to look at other studies.

RIBAUDO: I think the piece we're missing is exploratory research, okay? We're measuring what's happening, what is. We're not out there asking people, how has your world changed and how do we fit that world? And I wonder if there's an opportunity to look at the potential of those kinds of research, whether it's focus group, whether -- whatever it is, but I just see a need more and more. There's this expectation that we will go back to normal which I'm not so sure I agree with. In fact, McKinsey put out a great line the other day that says -- and they argue -- there's no return to normal because we're currently writing the future. And I think that's a great framework to look at and how we want to write the future. Well, we write the future by getting different sources of insight and information. And so, I'm okay if you want to keep sentiment, I'm just throwing it out there to look at it. Is it possible to get some exploratory insight?

MUN: So, I agree with Carl to the extent that a lot of what we're doing, I think we know that this is a reopening, but at the same time, Nevada has been like orange and kind of red on the state maps in terms of infections. And no one has said anything about how do we make sure people feel safe coming to Nevada? Like we can do a lot of this marketing, but if there's no one feeling like we're out there saying, hey, Nevada's a safe place, you should come. You should visit. It's the great, open outdoors and there shouldn't be any concerns because we've got testing down. We've got all of these things down, but we don't talk about anything to that nature, but we keep on saying, come to Vegas. I think there's a lot of people out there who are worried. And as much as we're open, if we don't make people feel comfortable, I don't think they're going to come. So I think the whole sentiment is great, but actually doing more PR in terms of letting people know we're doing everything that we can so that when people do come or if you're staycationing or wherever you want to go, that they're safe. I think this whole world after the pandemic, it is a different world like Carl said.

KAWCHACK: It very much is and I know, Kyle's sitting here, I think that is probably something that Destination Analysts is going to move to, but they have listened to us when we've asked about adding some questions, specifically, we haven't named things like -- places like Las Vegas, but more populated destinations, so they started to include that to see how people are

feeling. What we can do in the meantime is kind of -- we want to make sure that we're echoing what the State is saying. So, what we've kind of helped with on the recovery or reopening side is put together a guide for individual businesses. But I do think that when we get out of that orange, that is a big component of this, is the PR. I don't think timing-wise we're exactly there yet because we cannot have mixed messages out there, but the whole reason why we're talking about the recovery now knowing that we're not in it yet is to make sure that everything is ready to go to start that immediately. As soon as we're in the yellow and move in the right action, we're going to be out.

RIBAUDO: Here's a thought. You're sitting on a big, huge database, alright? You've got a zillion emails somewhere, right?

KAWCHACK: I mentioned that we are cleaning it, but yes.

RIBAUDO: Let's consider using that as an information source, a low-cost piece of marketing. It doesn't have to be Destination Analysts or Longwoods level piece of \$20,000 research, but quick and dirty insight. You know, do you feel comfortable coming here? Would you feel comfortable being in the outdoors? Ten questions. Five questions. My point is, is to broaden the process of data, of information into our system because if all we do is listen to what everyone else is doing. And believe me, I know Destination Analysts. I know those guys, but every meeting I sit on is hearing the same thing and that's fine, but I think there's an opportunity for us to pry a little bit more just using the assets you have.

BRUNELLE: Real quick in terms of a couple of observations. One, some of the studies, to your point, do become repetitive. When we take a look at the LVCVA's proprietary studies we've been doing on a weekly basis, going back to the week of the 17th of March, when Nevada was closed down, we have gone and made adjustments and have found, frankly, that we've pivoted instead of looking just at sentiment and looked at those that are willing to travel and looking at those Core A, Core B and the persuaders that are going to take so much time to come back. So, we continue to have messaging that talks to those individuals that do want to travel. To your point in terms of looking at other studies, we've got a panel we're relaunching called the Vegas Guide, which is an online panel of a couple thousand individuals so we can ask specific questions about their travel behaviors, what they're thinking, are they thinking they'll travel in the next 30, 60, 90 days or is it going to be longer. And in terms of

messaging, in terms of Cynthia -- to your point in terms of safety, Las Vegas has put together a Vegas Smart campaign that we have been talking about for some time because for us, to get people to come and feel safe, we've got to show them that proof point and that was what our research showed us back in May when we were going to reopen the destination and said how do we show that we're doing right thing. The Vegas Smart campaign was also rolled out in Mesquite, Laughlin and Boulder City. So, talking about being safe, being smart about what you're doing and finding those individuals that will still travel because we know that we've got a lot of drive markets that are currently in the same situation that Nevada is -- California and Arizona, being case in point. So, talking to those individuals, Carl, doing some quick surveys of those folks, those people that are driving in would be the key bodies at least in my mind initially. We are seeing some success in our fly markets with some tour operators whether it's Expedia or Priceline. So those are there, but at the end of the day, there was a very limited audience right now that's willing to take the risk of traveling. And those are the folks that we need to keep talking to. What M.E.'s put together in terms of our plan to say, this is some of the triggers that we should take a look at to get things moving makes a lot of sense.

RIBAUDO: Yeah. I think what I'm suggesting is -- and I agree with you. We did a study, our firm did a study, and we saw a bell curve of visitation. These early adopters, what we call wave one, or people that are showing up around now, you know, but that there's this whole bell curve that's sitting back there waiting, you know, and they're waiting for greater safety and all the rest of that. And so, I think we're seeing that also. I'm only suggesting that -- like you have a travel panel, could Travel Nevada have a panel and pop out these questions? What are you thinking? Quick, dirty insight into the process, keep what you're doing, but I'm just saying, could this be additive or additional insight?

KAWCHACK: I think we could definitely get a study through a survey through our database, for sure. I mean, why not? What you're saying, you might as well ask those questions of people who are already interested in Nevada and have engaged with us more recently. And they'll be honest, they'll tell us exactly what they're thinking.

RIBAUDO: I'm looking for a system change, a system tweak, that's all.

KAWCHACK: Yes, absolutely, we can get some less formal surveying but to Fletch's point, we still are putting out those kind of safety messages. We definitely have a lot of success and continued success with our socially distance travel article that we

put out. Of course, our reach will only go so far with limited funding, but we had a great response to that. And those are the kinds of people that we're going to keep marketing to because they've been cooked. If we know that they're interested, we want to keep hitting them.

SHULZ: Yes. And one other thing I wanted to bring up as well. And thanks for input, Carl. I think that's a great suggestion, but in terms of to your point, readjusting what we currently do, readjusting to a post-COVID world and during the COVID-world. M.E. kind of mentioned the IME study and how we're kind of maybe looking to scale that back a bit due to funding. One thing we can do is adjust the questions that we've asked historically. So instead of, you know, asking about certain things that people can do, maybe we ask about more targeted, brand-attribute questions. So, there's definitely things that we are looking to adjust in the IME, that we can ask to certain markets, we can oversample people who live in Nevada. So, there's certainly things we can do there, too.

RIBAUDO: I think that's great. You know, I use a lot of what's called design thinking, and design thinking leads us to a place of how do we become a more competitive organization or destination after COVID, then where we've started? And to my way of thinking, it's these process changes that give us new insight. We need to ask -- we're asking different questions, we're trying a new research piece, or yeah, we've got the same stuff. We've got sentiment and all that, but I just don't want to miss the opportunity is what I'm saying.

SHULZ: Right. Like you said, we don't want to duplicate efforts with an IME study and what Destination Analysts is doing, so there's definitely an opportunity there for sure.

RIBAUDO: I just throw that out for consideration.

KAWCHACK: Absolutely. Thank you for that. And I think that's something that we can certainly work on in the next couple of weeks because we're getting to that point, of course if we are starting in-state, it's a little bit different, but once we're talking about getting back to those border states, the drive markets and then the fly markets, and potentially -- not even potentially at this point. I think it's a given. Our markets could be different, especially fly markets. We were looking at new markets before

all of this started. And I think that it's a whole new world after this, so definitely new markets to explore. There might be people looking for just different things.

MUN: But I think that's also prime time for our drive markets in our rural area. So basically, next to the LVCVA, Las Vegas has lots of resources in terms of research and information. But I think where we need the help is in the rural areas in Nevada and because of the current situation it might be a great time to market in rural areas.

KAWCHACK: Yes, absolutely. That's our purpose.

DOTSON: Yes, actually we did that survey about 30 days ago and we got some great results and even though our database may be a little smaller, we got about 35,000-36,000. And, you know, we had about, I don't know, probably 15% of people that replied, but it was informative. And that's how we've tailored some of our local-type drive market initiatives, it backs it up. People are getting in their cars or doing their little staycations, and Virginia City's seeing that. We are -- as of the last couple of weeks, we have seen the local Northern Nevada folks that are in Virginia City staying for a night, so it's positive.

BRUNELLE: The most valuable asset is creativity. And the more we can weave that into insight and creativity the more we can weave that in, I think it's a good thing.

KAWCHACK: Absolutely. Thank you for those thoughts because I do think that those are things we do immediately. Are there any other thoughts on Evolve the Brand section before we move into Discover Your Nevada as a campaign? Okay, I'm going to try this again. So, I think everyone is familiar with our Discover Your Nevada program, which has had several campaign variations in the past. It started as a Vote for Your Favorite and then moved to a PR effort. At one time, it was centered around school-age kids and an essay contest, but at its core it's really more of an audience than a campaign. The campaign is a part of an overall strategy. So, we had an opportunity to speak to Nevadans differently than our out-of-state visitors. I think, you know, and we all know Nevadans love to out-Nevada each other in a friendly way, so we are talking change a little bit. And over the last several months, we've worked on building up our Nevada lists, both in newsletter and social. We focus stories on buying and exploring locally and we started utilizing a hashtag, #ThatNevadLife, because it's more of an authentic hashtag for locals, so we started building on that. Internally, a lot of the work is happening on the content side to build up that content for Nevadans.

We can utilize unpaid, owned and earned channels and this content will continue to be built out. So, we'll be spotlighting community and rural communities and give locals a reason for an overnight staycation. Start our efforts focusing on audiences in large urban areas due to sheer audience volume. And we're looking at the ways that metro buys can then be supplemented, digitally in the rural communities and there's some opportunities for co-ops there. So, I think with that, I can go through each section of this starting with paid media. So paid media, we are exploring our localized opportunities more than we traditionally do. That includes like digital news outlets, HOA quarterlies, specialty clubs, and radio. We've had success in the past with inserts in both Reno and Las Vegas. We're working through pricing right now, but this is an opportunity for us to offer a co-op for rurals. We're putting it together ourselves, but we're kind of negotiating that right now. The digital pieces of a print piece could also really use -- like digital components where rural communities can geotarget a little bit more easily so that they know that they're along the route. They'd be able to go after certain markets. We're also looking at targeting the Hispanic communities with Spanish language, radio, digital print, and collateral that we've created in the past for our Mexico office. It's already been produced but this time, it often feels that they're less out of the tele-messaging, but they have a high propensity to travel within the State, so we really want to explore that. If budget allows, there are buys in place that were paused in our domestic side that can be implemented just for the Nevada audience. We're looking at pricing and application currently. A lot of this will be contingent on partner availability on OTAs, so we can get people who are ready to go. Our search strategy is also in development. Noble's been a great partner as far as identifying where site content can be best optimized. Particularly in the last few months, we've seen in-state traffic increase quite a bit so we're revising content based on probable search interests if we can -- wherever keep that around on Discover Your Nevada which will be a part of our new website. It will help inform how our DYN content is presented. On social, we want to continue with the goal of lead generation. We really want to build up that newsletter audience because it's a great way to get those Nevada brand ambassadors. We tend to see that our most enthused audience members are Nevadans who are not social followers. So, we don't necessarily want to change that if it's working, but it would be great to get them into another channel so that we can get that information out and get them feeling part of something. Another part of this is Nevada Magazine. As I mentioned we are exploring some co-op opportunities and we're

specifically looking at larger opportunities within Nevada Magazine. A lot of our partners do advertise there but are looking for some type of co-op. This could include advertorials that we would create, and also our templated road trip ads. This also integrates with Nevada Magazine and they're working to grow their subscribership and also expand their advertiser base, expand their benefits for their advertisers. So, this is a way to kind of pull all of that together. On the earned side of Public Relations, we're actively pitching stories that we'll ladder up to the larger Discover Your Nevada message. Reception so far has been really good. It's also a twofold opportunity here because we're heading into a legislative session where we start our Tourism Means More campaign, but as we're providing consumer content on mobile channels, it's also getting Travel Nevada out there as a brand so that it's already in peoples' minds that tourism is important to the State and it's pulling all of this together. A huge component of Discover Your Nevada is the community and partner outreach. It promotes hometown tourism in a way that can complement local DMO and community efforts. We've had those weekly meetings with DMO leaders, both the directors' call and then general partner meetings. Those have slowed down a bit, but it's a great way to get information, to share that information like before. We'll be looking to local DMOs because we want to get site traffic to them, invisible traffic to them in their areas. We'll be working with them on content and doing roundups so that we can blast that out to different audiences and they still are controlling the message in each DMO and we'll be coordinating efforts and providing assets that they would like so that it's a more robust message all around. The same thing goes for Nevada and local only deals. I think a lot of Nevadans don't know that you can --that a lot of places—you can go to Las Vegas and it's not like necessarily a Las Vegas only deal, a local is a Nevadan. So, you can really get into that spa for 20% to 30% off. I'm getting all of that information out to people and encouraging some packages because you might want to take a staycation. You might not want to really think about taking a trip right now, but everybody wants to get out of their four walls. So I think that fall will be a great opportunity for that as well. We also partnered with Nevada Magazine on a piece that is going out. We got approval through the Board of Education. Fourth grade curriculum includes Nevada history, so we did a piece with them that will be going out to the fourth grades. However, it's on hold as the Board of Education is assessing different opportunities within each district on how they're going to start, but the good news is that it will be online and I think that it would still be a great component, but it's ready to go when

school is. So, that's another audience, an untapped audience for us as well. So, are there any questions on how Discover Your Nevada will be working? No, okay. Then I'm going to go into metrics for each. Is now a good time to start with that?

BRUNELLE: Yes.

KAWCHACK: Okay. So, for today, we want to identify metrics particularly ones that --we're looking at metrics all the time, as Carl mentioned. You know, we're inundated with data. We want to be really strategic and useful when we're reporting these metrics to the Commission to make sure that we're reporting what is the -- how can we communicate the best information to them? So, these are the things that we're kind of looking at. And we thought it comes down to measuring growth, engagement and influence. So, we're shifting a little bit because we're -- we tend to be a little bit more focused on engagement, in particular. Growth is kind of coming back into the mix as far as like general site traffic and it's something that's quantifiable. So, these are some metrics that we thought would be the most useful, in a one-sheet-type situation for evolving brand, in particular. Open to have some kind of conversation over additions or questions or thoughts for some of these metrics.

RIBAUDO: Just a thought. I'm a big believer in targeting metrics in who you are talking to. The different groups need different metrics. If you're looking at the Commission as one source or who you want target metrics to, how do these translate into things that they would find important? Would they find influence important or do they find tax revenue generated important? Again, I'm just asking the question because I think if you're looking to give them a one-sheeter in the middle of a big meeting, how would we craft the measurement story to best meet their needs? We've got this whole pile of measurements.

MUN: So being on the Commission, we realize that we're not getting a lot of the thinking behind it. So, we -- I think one of the reasons I wanted to understand is we get these presentations, but we generally don't understand why those things were chosen. We wanted to understand, like we need -- we'd like to understand the thinking behind it and not just the numbers at the front. I think that's what we need more and how did the Committee come to this conclusion-type of information?

BRUNELLE: Really good insight.

MUN: So, when we see -- I'm sorry, the thing changed. But of course, we're here to help in terms of making sure that, you know, the economy, all the importance of tourism, et cetera, et cetera, but at the same time we're going, how do we

know we're making the right decisions? And what questions have been asked in order for that to happen? Are we just going through the template of what's been done before? And if not, why has that changed or if it hasn't changed, why did we keep doing it? 'Cause it works, obviously, but if things that don't work, how do we know it's the best thing to do? So, I think that's kind of been the missing piece when we get these reports and we sit there and we listen to it and we're going, yeah, but you know, we need more information.

LOPPICOLO: Prior to going into COVID, we were actually talking about doing some kind of a strategic measurement brainstorming session that is basically what you're talking about, not just looking at these sort of like surface metrics but to be able to relate like site organic traffic, say we made this decision to write content for, you know, these elements. It drove an X amount of traffic, which hopefully referred over to stakeholders that they may have an average booking rate of X, which ultimately raised in tax dollars [inaudible] that you need a full context of every activity. And it remains that way. Your point, Carl, is that different audiences need different stories, unfortunately that meeting we had to cancel due to the fact that we couldn't all get together and brainstorm. But I think there's an opportunity there where we can actually take these and show the lifecycle of them. And to your point, you know, when we report on hey, the organic traffic is up 25%, it's not just oh we're doing a good job, you actually understand what that means from a direct impact. I think that there's still some opportunity for us to get together and bring that forward.

RIBAUDO: Yeah. If you look at it from the standpoint of strategy, okay, the purpose of strategy is not to implement. The purpose of strategy is to gain advantage.

LOPPICOLO: Yeah.

RIBAUDO: I'm not sure that story, if what I'm hearing is getting to the Commission, then here's how we're measuring that story. Okay. Maybe that's the part that needs explanation because you can present positive data in a vacuum. We get it because we're inside the bubble, but the Commission may not be getting that story and we've got to find a better way to craft it. I think Cynthia's giving us some good insight on the story we need to tell.

KAWCHACK: Yes, absolutely.

BRUNELLE: So, if I could real quick, when I think about where we're at today, this could be the best time to create baseline because I think we now know that when we've closed down and there's no tourism this is what the numbers look like. Now you have a basis to say, okay, when I look at these metrics in being able to explain to the different constituencies things that we do control which would be organic, general site traffic. It would be email subscribers; it would be the -- social media, etc. I think it's a good baseline to say, this is where we're at pre-COVID. This is where we've been during shutdown and slowdown and start a real baseline report. And that gets a real good idea, okay, once we start to re-engage at certain channels, this is what the impacts are. So, I would say this is a good basis for metrics to start with and make sure that we have, again, when we take a look at what was happening before March 14, how were we in terms of metrics over the prior year? And then once we shut down, what did that do? And then what's happened since then? I think these are a good group of metrics right now. There are other things that can be added, but these are things that can be controlled. Things we can't control would be some of the offerings out there and the number of people in the space, etc. So maybe, in my estimation, these feel good right now.

KAWCHACK: Great.

ERNY: One other thing I wanted to mention was what are we comparing this to? Are we looking at month over month, year over year? We need to set—are we looking at trend lines year over year so this all lines up lines up together or is everything lining up together? You use Arrivalist, don't you? That could be another way that we tie this in and tell that whole story of who's coming here and using that data and tie it to your habits, so let's -- I'm thinking metrics there as well to tell that whole story.

KAWCHACK: I'm going to skip just to put something else up on the screen because this is actually for discussion, it's item G, but this might help show the entire story to everyone's points about, okay, this is where we are. And maybe talk about information and data that we collect on a state level specific to tourism and travel metrics, and then programmatic measurements. And we get can through all this. So maybe the agenda itself is built a little built a little bit funny and I doubt we can get through the whole recovery plan and talk about the metrics. This is all part of the whole conversation, right? So, but I think that we've just taken a lot of notes. I think establishing the benchmarks, we're all in this place where everything just went

out the window, right? So how we measure success in that, that growth year over year is not what we're used to looking at, but we're starting flat. So, we know what budget can -- it affects numbers, what certain campaigns can affect numbers, all of the things that we can impact and help move, you know, those numbers.

RIBAUDO: So, if we rephrase the question to how do we measure the value of Travel Nevada, okay, do we get to a good place? Not the activities of Travel Nevada, but the value of Travel Nevada. Do we get to a different and better place than that story?

MUN: I'm just curious, before we get there, Carl, where did we say -- what happened that we're trying to justify Travel Nevada? Is it -- have we been told that Travel Nevada is not valuable or that it is in jeopardy, or the budget -- is it because of budget? I'm just trying to figure out. Is that on the table? I didn't know.

RIBAUDO: No, I -- that's a great question. I have this framework in mind that -- and I'm not saying it's the right framework at all. There's the statewide measurements. There's programmatic measurements, how many people open up the newsletter, but then there's this sort of nebulous here's what we do, here's the value of what we create measurement or the value of our programs, that measure and that's sort of my--where I came from. I don't think anyone's calling into question the value of Travel Nevada. It's -- I was just looking at a -- sort of a three-pronged measurement approach, programmatic state measurement and sort of here's the value that we're creating with our strategy.

BRUNELLE: So, I guess my question would be going back to the agenda and the agenda item we're on right now, we're making sure we get to what the objective is for this key item. So, let's go through, let's talk about what metrics we wanted to utilize in terms of the measurements so that when we get back to the commission -- these are the things that we are thinking smartly about what are the right metrics. And from that perspective, to Christina's point in terms of looking at how were we doing this year before things happened, what happened in the last quarter in March, April, May? What happens when the destinations opened in June and then how do we see things moving in terms of KPIs as we move forward? Does that make sense?

MUN: Yes, but there's one thing that I think we are missing is that there's got to be something within Travel Nevada to the businesses as well. So, we're doing a lot of engagement with the actual visitors, but what about Travel Nevada's kind of relationship? Like, how are we doing in terms of relationships with the brand, the brand of Travel Nevada with the relationships of all the businesses out there in terms of how they think we're doing or how they think we're contributing?

DOTSON: I'm just going to jump in there. This is Deny. I'm going to answer you a little bit, Cynthia on that, you know, because I'm a much smaller DMO, one of the, I guess, biggest things from my standpoint is -- Carl mentioned strategic, and you mentioned, you know, what travel Nevada does. Honestly, in the past, I think a lot of initiatives, marketing or otherwise, were kind of everybody on their own. We saw it with a lot of stuff. We followed through even down through the grant system is everybody's doing their own thing, whether it's a small little DMO or it's a bigger one, or an RSCVA, or, you know, Vegas, Travel Nevada. I think this is an opportunity with this -- the Discover Your Nevada campaign to really bring everybody into focus and to have everybody actually working on things that all can work in conjunction, not separate. So, I don't know if that answers some of your questions, but from my standpoint this is an opportunity to streamline some things and get us working in the right direction instead of we're all doing our own thing.

MUN: Especially when budgets are concerned, right?

DOTSON: Yes, absolutely.

KAWCHACK: So maybe there's a metric opportunity when we get to Discover Your Nevada, metrics in general, rather than the brand to maybe include something about inclusion of DMOs or businesses. Generally, when we report on partners and success with partners that has fallen under the Public Affairs metric in the past. They've -- and advocating for the industry in particular under Public Affairs. So, it is something that can be reported on, but it just generally isn't part of -- on the campaign side, but to Deny's point, maybe there's an opportunity here with Discover Your Nevada to report on that.

MUN: Yes, I definitely think there is. I think the more we can help each other at -- especially at this time, right, it might make more sense. I'm just trying to go look at your other -- one of the emails.

KAWCHACK: This one?

MUN: Yes.

KAWCHACK: So, the two – Evolve the Brand right now is something that's always happening. And I looked at it as more of overall, rather than tied to a campaign, this is how people feel about Nevada and what Nevada is doing in general. It's always existing. It takes into account a lot of different metrics as far as earned, owned and paid whereas Discover Your Nevada is specifically the campaign itself that we're looking to focus dollars on in the next three months.

MUN: Do you think it impacts from the marketing efforts?

KAWCHACK: Do you want to speak to that Kyle?

SHULZ: Yes. So net impact from the marketing efforts, that comes from our IME study, so the net impact basically alludes to, you know, are people who are aware of our advertising efforts or our owned efforts, our earned efforts, are they more likely to do a certain thing that we want them to do like travel the State and travel? Are they more likely to associate Nevada with certain attributes that we would want them to associate with? So that's where that net impact comes from. It's how do people who are aware of our efforts compared to those who are unaware, so that's where that net impact comes from. Does that make sense? Does that answer your question?

MUN: Yes, thank you. Yeah, I'm sure that answers it, but I can't think of anything else, myself, in terms of what else would the Commission want because you've got general site traffic that increased. In terms of today's world, because there isn't a lot of traffic you can determine, I think if we can show that the -- there's greater awareness especially at this time from a base point like Fletch had mentioned, then there isn't much more we can do right now, right?

KAWCHACK: Well, I think it's going to evolve. I think that right now we're at the bottom and we're bringing ourselves up. So, I think that for purposes of today's meeting, today's exercise, we're looking for recommendations on a starting point and we can go from there. We see -- we have to be adaptable through all of this because we don't know what's going to happen in the next few months. We're making assumptions, but we don't know. So, I think that to your point, Cynthia, if we go ahead and bring this with a one-sheet so that it has some of the background in there and report on the metrics but make it more readable for people who aren't used to living in a world of KPIs. I think that that would be the best solution to -- and then, you know, you

being a part of the committee now, I can always go back and forth with you before we present that. And Fletch, we'll be doing the chair report and that's going to be something that's going to come out of today's meeting, so that we'll have a chair report to be able to put into the commissioner packets.

MUN: Great. Thank you.

RIBAUDO: I still -- I'm fine with all of these. I just think it's how you tell the story, to Cynthia's point, you know, we're -- you know, to make them understand how all this fits into the right story. And so again, I'm fine with these. It's just crafting the story in a way that commissioners are going to say, okay, I see how all these things add up to, you know -- what we're doing and what we want to get to. So, I'm fine with these. It's just, again, the story.

MUN: Again, I think the commissioners believe that everyone is doing a great job and that we're doing the best that we can. And it's not that we're just like -- we're not in disagreement. It's just that during the commission meetings, there are a lot of questions and the questions always come down to, well, how did you get there?

KAWCHACK: It's a matter of framing that up. And I think that when we get to reporting considerations, that's looking at the State of the State, the state of tourism, and the state of what we do, what Travel Nevada does, so that might help frame these metrics. I hope. That's the hope, at least. So, for Discover Your Nevada, these are the metrics that we also came up with to measure growth, engagement, and influence. They're really basic. We're starting -- we have a good, solid Nevada following but there's so much opportunity for growth. I think that we always struggle with getting to that brand ambassador step, but I feel really confident where we are sitting right now with our brand and timing and everything that's going on in the world. But now's a great time to really build those ambassadors. So that's the essence of what Discover Your Nevada is. Are there any thoughts on anything that might want to be added to this? Arrivalist is on this part, Christina, just because we are seeing that right now. Of course, the numbers are a little bit skewed right now due to the state of travel, in general, but we had to reduce what we were doing with Arrivalist, but it's still a great way to see how people are moving throughout the state.

EARNY: And that's awesome. I think it looks great.

KAWCHACK: Ok. So, this is for possible action. The motion would be -- oh, go ahead, Cynthia.

MUN: So, when you say increase in awareness, is there -- and I'm hoping that there is a difference between positive and negative increase in social media engagement, right? So, you guys are also taking that into account as well?

KAWCHACK: Yes. So, for the IME, in particular, that is, we look at the positive awareness. Sometimes when we're looking at earned from a PR standpoint, it's all awareness which gets a little -- excuse the numbers and correct me if I'm wrong, Kyle, but we've really tried to make it about the positive side of things, and we could do that in IME. Of course, IME itself is pretty expensive, so we are trying to trim that down. But I think what I'm hearing today is that this is a chance for us to make those changes and not just concentrate on just the IME, but there's other ways to ask those questions of a smaller sample size and more informal, but there are still ways to get those learnings.

MUN: There's a huge difference of just awareness versus positive and negative. So, I think there --

SHULZ: And that's -- sorry, Cynthia.

MUN: Oh, no, go ahead.

SHULZ: I was just going to say that's one thing in terms of investments that we can make for the IME that we were already kind of heading in that direction. But in terms of brand awareness, we can measure those. We can have a set of attributes, some positive, some negative, and just kind of see how people respond to those attributes that are asked. So that is one way to kind of measure awareness from either a positive or negative sense. That's a good point to bring up.

BRUNELLE: Okay. So, M.E. I believe you are looking for a motion to adopt the metrics on Evolve the Brand and Discover Your Nevada as a framework to present to the broader Nevada Commission on Tourism. So, I make that motion.

RIBAUDO: I'll second it.

BRUNELLE: Moved and seconded. All those in favor, say aye.

SPEAKERS: Aye.

BRUNELLE: Any opposed?

RIBAUDO: I would want to just ask the staff to think about how they present the story, you know, and if you need help to run that by whoever you need to run it by, but I just think presenting data without the story, is not where we want to get to.

MUN: And I would even recommend that we -- like maybe a couple of us can kind of get together and review it.

RIBAUDO: Right.

BRUNELLE: Absolutely. That makes a ton of sense.

KAWCHACK: Absolutely. And to be respectful of everyone's time, we can also do this via email if everyone's open to that and then do, you know, a quick call, you know, now that we're doing everything virtually anyway. We can have these more informal quick meetings if that's what everyone wants.

RIBAUDO: That'd be fine.

BRUNELLE: Next on the agenda is item F, potential budget for marketing programs. M.E. can you walk us through this potential?

KAWCHACK: Yes. And, I know this is really small and I wish that I could make it bigger for you, but I wanted to talk about our projections which have us operating very conservatively through at least the first quarter of the year. If the State remains at this current level or if we start to see more actual visitation, we will see an uptick in income beginning in October, but if we go in the opposite direction, we need to focus our efforts in other ways. Because of this, we're looking at the budget quarterly. We're planning on a quarterly basis, but we're operating from monthly right now. This is our projected lodging tax income that we're basing all of our goals and strategies around because even though we're monitoring several scenarios, this is the one that has been closest to reality. And it also is in best alignment with what we're seeing from other entities. It reflects slower bounce back to travel. It also projects a ceiling of about 25% to 35% of the normal level, but not until spring of 2021. So, the funding reflected here, I also want to make sure everybody knows it covers all of our operational costs, all of our transfers and things well outside of specific marketing programs. So, we have a very limited amount to spend. Today, I want to take some time to discuss some programmatic direction with the caveat that we might not have these designated accounts. We know that, and I mean, we're checking almost daily to see where we are with everything that we spent. It will help us really, though, prioritize the programs so that we can move forward to execution. And, as an agency, there's two initiatives that we feel need the most immediate funding to serve our mission. And that's marketing, in this case, the Discover Your Nevada campaign, and Destination

Development, particularly grants which we are not discussing today, but I just want to let everybody know that as an agency, that's what we would like to concentrate efforts on between now and the end of the calendar year. Are there any questions with that? So, right now, when it comes to Evolving the Brand, we can communicate this currently through our website. We're going to see a lot of those differences in the next coming weeks, so we need to make sure that we prioritized that re-platform so that we had something to show and people would immediately know who we were. We were already midway through and we knew that with future efforts to make creative improvements could not be hampered by outdated technology. So, the website will continue to be improved and we'll build on our testing ability, initially before we have budget to do any outside testing as discussed. Creatively, we have to pause any further developments for the remainder of the calendar year. It's prohibitively expensive, but campaigns will be done in-house like our Road Trip campaign and this also crosses over very well into Discover Your Nevada, specifically. Copy revisions will be initiated in-house as needed and evaluated once we were able to implement more widely. Our hope is that we may have money toward the beginning of next calendar year so that maybe we can see where we are as far as a winter shoot because that was always our plan is to get three shoots under our belt. We did a shoot in the south, a shoot in the north and then we were trying to be more seasonal with brand campaign and assets, but we made the brand guideline buildout a priority so we can make sure that any work that we do stays consistent in the meantime. But for larger paid media we have credits from paused buys. So, we'll utilize those first and we'll revisit our budgetary situation with Fahlgren Mortine in Q2. The good thing is that they have been in constant contact with media partners, just to keep tabs on what they're seeing from consumer behavior and, also from other travel destinations. So, we'll be able to move very swiftly with the existing buys and then implement new buys strategically next year. So, specifically, Discover Your Nevada is what I want to talk about today. There's not a whole lot of detail here because I wanted to get to more of a scalable allocation. There are details behind this but depending on which scenario we are able to move forward with, it will kind of change what will be included. What I'm asking for today is a recommendation to the Commission for up to \$300,000 between now and the end of the year, of course contingent on whether or not that money actually is in our coffers. That will -- we determined already -- that Discover Your Nevada is essential and we can scale it either way. So, it would definitely -- any opportunities for them to include

inserts in both Reno and Las Vegas, with digital components, thematic/specialty print publications, social and search, radio and and co-op offerings. When it come to collateral and promotional items, we are talking about doing something around Nevada Day or giveaway and something really small. So, you'll see that it only goes up to \$264,000. What I was thinking is if we had the ability to spend up to \$300,000 we, of course, always operate conservatively, but if more opportunities came up between now and then or we saw that travel was picking up and we could explore a little bit more, we could use that money and expand the program. And anything that we do for Discover Your Nevada we can also apply in our drive markets with just a different message because it's a different audience. We're still kind of negotiating, looking at the opportunities with places like Charter, Edible Reno-Tahoe, HOAs, radio, and this is what I kind of round about came up to, just for a recommendation so that I can start working within any of these scenarios.

BRUNELLE: So, I guess just a couple quick questions. So, when we take a look at the scenarios one, two, and three. Are there particular triggers that you would say if things continue to get better, we would go more towards scenario three. It depends upon what this -- what the revenue streams are from the tax flows. How do you come up with a different -- the three scenarios?

KAWCHACK: So how I kind of looked at this was knowing that the timing was to get in before the August meeting for the Commission, we don't necessarily have physical numbers for June yet and June will determine what our projections will be because that's when places started opening again. If we're going on the conservative side, I feel confident that I can do something with \$141,000 of course you double that, it can have double the impact and it would include -- the unknown is the co-op piece, right? I also went conservative with that. I know that there are some DMO partners who have expressed an interest in co-ops and we usually work with a company to put all of that together and make the offerings. In this case, I'm really looking at what can Nevada Magazine offer for a co-op, what can Charter offer for a co-op, are there radio co-ops available, are there digital co-ops available? And giving people really a wide variety of price points so these are also, you know, \$5,000 isn't a whole lot, it could also be bigger than that. And if we have the money, we can expand things like Expedia. I know that Expedia is a particular partner that a lot of our DMOs would like to be a part of. And they do have a co-op on the table right now that is

well above what we felt we could pay for right now. But again, we'll see where we are. That's why -- it's up to, and we're certainly very cognizant of our limited budget and very careful in where we're placing any media at all. So, it's really just so that we could start asking for more dialed in proposals from our media partners.

MUN: So, M.E., I think the Commission in the past has always had some kind of an issue with these scenarios and budgets because the way the Commission sees it as a whole, sometimes when I've been there is that we see these scenarios and we'll go, okay, they want this money, this much, that much, there, but we just don't have the story. Just like all the things you're saying, right? So, if we had scenario one, what does that entail? Just like Fletch said, you will do X, Y, Z with that money because you were able to. Because for us, we're going okay, they have three budgets, but we're not sure if one is better than the other, right? Because what I'm hearing is, well, if we had less, we'll do less. But what we want to know is what is the most optimal, right? Regardless of budget, it's like, you know that we don't have a lot of money, but what is the most that you can do and how much is that? Does that make sense?

KAWCHACK: Yes, it absolutely does. And so, what I am trying to do with all of our media partners is get the -- if you have this much money, you can get this much reach. So, I'm getting all of those details right now from, you know, USA Today.

MUN: You need to flip that around. Rather than saying if you had this much, saying this is what we need to do. How much is that going to cost? We know that we need to do this much or that much in this time period. What is that amount? And how can we get to that amount? You know what I'm saying? Well, here's my bucket and what can we do? It's just like, then we'll just give you more buckets. Right?

KAWCHACK: It's exactly the opposite of what we normally do because we normally know this is how much money we have, and this is what we're able to do. And we're going to choose this because of this. It's guaranteeing this performance. In this scenario, we're really at a point where we might, if hotels shut down tomorrow, we can't do the \$264,000 at all. So, I think even though this is against instinct, we're still doing that in the backend. We're still looking at what the performance would be. It's just a matter of kind of asking for the Commission in this case, the Committee, to take a recommendation to the Commission that this is an important program that will wield this much funding because it's important. And maybe it's a percentage of the

projected funding. So that's kind of what I'm trying to get to because once we get the June numbers, hopefully next week, we'll have a better idea of are we really on this end or are we on that end? My hope is that we'll be closer to scenario three, but again, this is something that I think that if we were having a September meeting, the timing would be right. So, that we would have all of those answers already and I can give a broader picture and, you know, report on the impressions, which I still absolutely can. And my hope is to actually do that ahead of the August meeting, knowing that I'll have that information. It's just the timing right now is a little bit funky, but --

MUN: How do we know if you should be spending more on collateral versus more on radio? Like how do you know?

KAWCHACK: So, I think, for example, radio. I think that if I know that the Hispanic market like I was talking about the Hispanic market's important for this particular campaign, and that audience is very in tune to radio. What is the other component that can do in radio, is it the giveaway because then maybe we can expand that radio program to include that which then would mean that we need more collateral and more, you know, hats to give away. So, it's taking the little piece and then pulling it out. There's so many assumptions and contingencies here. So, I know that what I'm asking for is a little mushy, but I'm really hoping that in the next couple of weeks, that can get really defined based on --

MUN: It's not mushy, so when you say those things, it's not mushy and you're saying -- directly you're saying on paper for the Hispanic market, we need to do this. And we need the radio component because of that. And the collateral, see, that's all very supportive and that's a story, right? So when I see just scenarios and then without, so I think you'll find that your Commissioners are very detail-oriented across the board and they have lots of questions, and they are very analytical and I think it would help if you just said those things. So, for scenario one, this is why you would need it.

KAWCHACK: Okay. Yeah.

BRUNELLE: So, I think the other component, when you think about the story, at least in my mind is number one, I would ask what was our typical level of spend when we take a look at last year same time? What's the reach in frequency that you're trying to achieve? And then, to your point, in terms of your KPIs, is it going to help drive web traffic, referrals or -- so in terms of those components, but then that would be my question is okay, if last year we spent typically a million dollars in the first

quarter of the fiscal and this year, we're at a quarter and that's because whatever the reasoning is, I think that will tell a story behind each one of those scenarios.

KAWCHACK: Okay. Does this group feel that it would be appropriate to -- for the percentage of the overall budget for each program, just so as we're talking about, you know, more percentages knowing that we don't have a defined number, but we can say that we feel that this program is this important that it would take this percentage of whatever the income is?

RIBAUDO: The more -- always when you could add more detail, it's better or whatever helps you tell the story better, you know? And I think if you want to put percentages in there just to find what the percentages are, you know, percentage of total, yeah, if you want to do that, I'm fine with that. You know, I think Fletch laid out [inaudible] to all of this that tells the story from what we had, what we got, how we're going to measure is a really nice story to present. And then, obviously scenarios one, two, or three are slight variations of the story but -- and those will be made based on here's our decision point for scenario one, two or three. You know, obviously, we want to get the most and do the most. And, you know, one other piece if you can put it in here is, you know, if we have \$264,000 with your media partners, what does that leverage up to? Does that leverage up to \$300,000, \$350,000, a half a million? You know, it helps tell a better story or a bigger story. That would be my only, you know, other thought.

MUN: And what your best estimate is in terms of the expectations of that spend.

KAWCHACK: This is all moving now. I'm receiving proposals right now. We've talked through certain ideas, but we haven't gotten to that point of this is the absolute proposal, but my hope is timing wise, we will be able to have that in time for the full Commission meeting, of course, we would need it the week before. It's in the next week so everyone is really kind of pushing this.

BRUNELLE: What's the date of the full Commission meeting?

KAWCHACK: I think it's the 13th or the 14th.

BRUNELLE: Okay.

MUN: I think the Commission would also understand that, you know, there is a time crunch, right? We're not asking for the impossible, but we do want good guesses, right, with all the information that you have?

KAWCHACK: Correct.

RIBAUDO: I think it's critical to build the framework of the presentation to the Commission and say, hey, you know, we don't have perfect data right now. We are moving in a world that is so fast, but we've got the best data we can possibly get for the timing of this meeting. And then, go through and tell the story that way and say, look, we're using scenarios because we're not sure yet, but here's our thinking in terms of how we'll do this. And I think that's the part that Cynthia alluded to earlier that, here's the best thinking of the staff and the Marketing Committee as to how this flows forward.

MUN: Absolutely, absolutely. And that when you have different scenarios that we have a reason for them versus it's just different amounts of money. Because, you know, with certain scenarios, well, we're doing it for this demographic and that region and different areas and age groups, all of those things, but here for us, it's just like difference in money.

KAWCHACK: Right.

MUN: Right? It's gotta be more than just the difference in money because this is not just a pure budget, it's a marketing budget.

KAWCHACK: Right. There's definitely more thought behind it than what I'm showing. Over the years, we've kind of simplified a lot of what we put out there because it gets too marketing but trying to find that sweet spot as to what's too little and what's too much. So, I look to this group to kind of help with that, so thank you.

MUN: You could put a small statement above that before you show it, that says here are the differences or, you know, just something in terms of showing us that there was thinking involved outside of, hey, there's some different numbers here we can work with.

KAWCHACK: Right.

BRUNELLE: So when we take a look at trying to put together a motion, I don't know whether or not we have enough information right now to put together a motion that says spend up to X without having, again, the historic information, what

we're looking for in terms of reach in frequency. And is there a way for us to put together a motion that says have staff put together a recap for us so that we can make a recommendation that's not in a formal board meeting, or does it need to be part of our Marketing Committee minutes to be able to do that?

KAWCHACK: I don't think it needs to necessarily be part of it, but we can definitely make a motion for staff to put together some information for you to review offline.

BRUNELLE: And then have the Committee come back and respond via email saying you've got this because we know that you're all working reduced hours because of the current situation, so making sure that we find the most effective way and that we respond prior to, and give enough time before August 13<sup>th</sup> or August 14<sup>th</sup>, so that you're able to say here is what we discussed as the Marketing Committee and this is what they've agreed to since the Marketing Committee meeting. Does that work for the rest of the Board members?

RIBAUDO: I think so.

DOTSON: Yeah.

BRUNELLE: So, M.E. it shouldn't be difficult to put together the historic spend you've done. So, taking a look at the things we've talked about. So, what would we normally spend in fall if it was normally here -- we're estimating revenue is going to come in at 27% or 30%. So, the most we would want to spend would be X. Here's the KPIs that we would look at and these are the channels and potential opportunities. And then I think as marketers we can get comfortable with that, knowing that it will drive the results of the KPIs we've approved the prior motion. Does that work?

KAWCHACK: Yes, thank you very much.

BRUNELLE: Alright. So, do we need a motion for staff to have to do that or there is no motion and you'll just put those together? And then we'll say that we'll review them by the end of next week at the latest and give you feedback.

KAWCHACK: Yes, I'd like to do it by next week.

BRUNELLE: Alright. So, it looks like we're moving on to the last agenda item, which is reporting considerations. We were going to convene as it was discussed earlier in the meeting in March to determine a good reporting framework, that would be

appropriate for the Commission on Tourism as we pivoted to a recovery plan for the fiscal year and the staff has been inundated with metrics, the likes of insights, to what might be the best information to report that on a regular basis. So, I'll turn that over to M.E.

KAWCHACK: Great. Thank you. So we kind of touched on it at the meeting but in order to make the best reporting and marketing decisions and discussions to the Commission, we want to define a template to make sure that we're providing the most relevant, consistent information going forward, particularly through this recovery. Whereas we normally wouldn't necessarily look at unemployment or health metrics. That's certainly something on everyone's mind right now, so it may be helpful for the Commission to receive the information monitor from state and industry level. Much of this we did present in June, but it lacks that context like Cynthia alluded to, so it might've just been better to get a more concise report. So, some of these metrics that we're looking at are on a state level, things that we don't control necessarily, we have an impact on visitor volume and room nights occupied. But specifically, at this point, this section would include Las Vegas and Reno. You'll see then in the next slide it would be towards new travel metrics, which would also include the rural areas which is usually our focus. So, we also have to operate with a set of assumptions, understanding that the situation is constantly changing and we have to stay adaptable. So, since we're all committed to making sure that we're successful in these recovery efforts, I wanted to propose that we concentrate on reporting around the initiatives that we talked about programmatically. So, these are the tourism and travel metrics. I'm going to switch slides to the programmatic measurements, specifically the ones we talked about for engaged metrics around Evolve the Brand and Discover Your Nevada. I think that this is under these assumptions, but scenario three is what ends up happening. That's the assumption that we're taking right now, that Travel Nevada pursues a phased approach to marketing where we start in-state for the calendar year, drive market late in the calendar year into early 2021, then the fly market spring to mid-2021, and then global markets first while we're planning at the end of the fiscal year into FY22. And we're also assuming that our health and the civil State of Nevada remains steady or improves. So those are the -- if we want to add any assumptions to this, we can do that. If there's other metrics that might be helpful to kind of show the state of affairs to the Commission, I'd be open to that as well.

RIBAUDO: What do you guys think about a metric that shows us versus our comp. set? You know, if we were looking at Western states and say the Western states travel spending is X and we're Y, some sort of contextual measurement along those lines of -- I just throw that out there for discussion.

MUN: Is that easy to get?

BRUNELLE: I would say probably not. I would think there's probably going to be a pretty significant lag in the data. So, again, it's interesting to look back but there's probably pretty good lag.

SHULZ: So, to Fletch's point, there is a lag. We can get that information from our domestic visitor study which we pay for quarterly. We -- the company that we contract with has an online thing we can log into and kind of see that, but there is a significant lag. So, we're just now starting to get March's numbers or the end of the first quarter. So there -- we can get them, but yeah, to Fletch's point there will be a lag.

BRUNELLE: Let me suggest this, that maybe that's not part of the template that goes to the Commission but it's something that the Marketing Committee should be looking at it.

MUN: And to indicate that we are looking at it, or the Marketing Committee is looking at it. I think it's a good point.

RIBAUDO: And I appreciate the lag issue that you brought up Fletch, but I still might -- I still think it would be great for us to have a contextual look at hey, as far as spending or whatever the measurement is, we're picking up some share, losing share, we're about the same, whatever, just for context.

BRUNELLE: And I think some of your partners, when we think about some of the media partners, whether or not it's OTAs or otherwise, they can give you an idea of what Nevada share is versus other destinations. And we've actually found that information very helpful in some of the programs we put together post-opening. So, we're able to see how Las Vegas is up, down or sideways versus other destinations. So, wherever we can get those nuggets of information obviously would be very helpful.

MUN: Oh, yeah, definitely, Fletch. The Commissioners would love to see that, I'm sure.

RIBAUDO: It looks like you got the list.

KAWCHACK: So, I think that part of telling the story is to really make sure that people know the Commission knows the state of the State and what we're operating within because sometimes these numbers are shocking. Sometimes, we're shocked pleasantly and sometimes not. So, we want to make sure that we're all operating with the same set, level set of data.

RIBAUDO: Here's a suggestion. Would you present this -- if you were to present it as here's our recommended measurement strategy, that we look at measurements at a state level or programmatic level or whatever level so the Commission sees the whole, big picture of what the whole strategy is. And then just say, here's how we're going to implement that strategy. We built this template that has this kind of information, and this kind of information, and that kind of information, but here's when you're going to see that information. You're going to see it on a quarterly basis, a monthly basis, an annual wrap up, whatever you guys want to do. But now you're presenting this whole measurement strategy and here's how this measurement strategy fits with what we're doing. Now, they've got this whole, big picture, right, and you're talking into that picture. You're presenting into that framework.

KAWCHACK: This is exactly what we were working on for that March meeting. When I looked at my notes for this one, I'm like, oh, we're so close. We were going to have a really great conversation, so then the world changed. But I think that knowing that this gives us an opportunity to kind of start fresh and build on this so that when we do all come out of this into this new world, we can revisit and see what worked, what didn't work and implement that for our new data strategy.

BRUNELLE: Okay, so this item doesn't require a motion, so there's no action on it. So, unless there are any other comments as to reporting considerations, then staff will continue to go down the path with these particular reporting considerations on the state, and any additional rural and programmatic, we'll communicate those with the broader commission. So, next would be before we wrap, is there anything else anybody wants to talk about on the committee right now?

RIBAUDO: Just my two cents from -- you know, I get a chance in my business to talk to a lot of DMOs, and one of the things that comes up over and over and over is adaptation. You know, Darwin never said the strongest survive. He said the most adaptable survive, and we lose that or have lost that. And I think, you know, the more we're adaptable and can change, we can show that as a strategic opportunity, I think the better it lays out for what Travel Nevada's doing. Love what you guys are

doing, but we're in a very turbulent world and adaptation is going to be part of the dialogue. Keep up the good work. It's a terrible dynamic we're in, but this is where we are.

KAWCHACK: We're all pivoting, it's leaving behind things that you've trusted to go back to for so long and moving forward with what you know, and making sure that you know that nothing is -- tomorrow, it'll be different. By the end of the day, it's different. It's definitely been what we've learned.

RIBAUDO: But it's important to educate the industry to that, too, both the DMOs, you know, as big as what Christina is at or as small as Deny, but hey guys, this is the way it is. It's adaptation. Get used to it. We're going to do it at the state level, Vegas is doing it. Reno. You're the leader, you know, and educate that commission. Hey, this isn't on autopilot anymore. This is going to be a continually adapting dynamic that we're going to lead the way in doing.

BRUNELLE: Christina? Deny? Do you have anything to add?

DOTSON: I do. Just a couple of observations or comments and forgive me here if I squirrel just little bit. I find myself -- and first of all, M.E. I love the Discover Your Nevada. I think it's perfect to where we need to be, and I love how we're going to connect with all the territories and all the destinations. With that, I find myself, you know, and like you guys all here at a destination marketing organization where we're creating programs and trying to sell the story, but I'm also, in my position a destination program management organization where I kind of look at it and I've got to make sure that there's deliverables and that we're working with the players involved, the businesses and other DMOs to make sure they execute right. And so, a suggestion here. Ronele and I, for the first few weeks of July did a road trip, 5,500 miles. We drove across 13 States, to the East Coast and back, and observed a lot of things, a lot of destinations, a lot of states and how they're doing things. One thing that really stood out for us, believe it or not, was restrooms. Now you're when you're promoting -- you're laughing, Carl. When you're promoting the state about Travel Nevada, and you want us to come and drive this market and go out in the rurals, but you pull up to a rest stop, and it's either closed, or it's dirty, or there's no information. It looked pretty rough and we reflect, the first thing people think of when traveling is the state, right? There's some states that are doing a great job out there and one that comes to mind is actually New Mexico. We went across the Midwest and then dropped down and came across all the

hotspots, believe it or not, through the South and New Mexico that started popping up stuff online. And before you know it they're marketing to us, everything is branded, everything is informative. Stop at restaurants or hotels, it's got a consistent sign. The restrooms or the rest stops had all the information. It felt safe. It felt clean. There was tourist attraction information. It was consistent. And then I pull back into Nevada from the South, and not so much. So, just an observation if we are going to be pushing out a message, we need to work with our partners. I know that's not really Travel Nevada's responsibility, but we need to be working with NDOT, the State, to deliver on that marketing message. That's all we got.

RIBAUDO: I laugh with you, Deny, because I was on a 300-mile motorcycle trip the other day. And like – (laughing).

KAWCHACK: I wanted to comment on this. I'm not sure if Courtney is still on the phone or not, but this is something that NDOT has on their list. I know that there was -- we were on an RFP committee with them for the architecture. This has gone on for, I want to say about seven to 10 years, but it's definitely something noticeable when you come through Nevada. I can't tell you how happy I was when Austin got some funding for their restroom, rest area. I know that sounds very funny, but I mean, it's beautiful. It's very nice. So, kind of... know where to stop. But I think that that's something that we are very cognizant of and it is something that -- I don't know if it's still in the budget for NDOT or not, but I know that it's been on their list for a while.

BRUNELLE: Christina?

ERNY: I mean, I think everyone else has covered it, but to just echo what everyone else has been saying. I feel like we are on the right track. Adaptability is so key right now, but I think you've got that dialed in, you and your team, just be flexible in what you can do. And, I don't really have anything else to say. Everyone else already said it, but nice work.

BRUNELLE: Alright. So now, we're at agenda item I. We can move to any additional public comments from anyone on the phone with up to three minutes on any topic they'd like to cover. I'll pause for a moment. Hearing nobody else on the line, with that, I move to adjourn the subcommittee meeting at 11:46 a.m. Can I get a second?

RIBAUDO: Second.

BRUNELLE: All those in favor, say aye.

RIBAUDO: Aye.

DOTSON: Aye.

ERNY: Aye.

BRUNELLE: Any opposed? Motion carries. Thanks, everybody, be safe. Have a great rest of the week.

KAWCHACK: Thank you everybody, really appreciate your support. Thank you.

**Meeting adjourned**  
11:46 a.m.

APPROVED