



**Regular Meeting of the Board of Directors
May 14, 2019
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on May 14, 2019, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Larry Brown, Chair	Mr. Tom Jenkin..... <i>absent</i>
Mr. Bill Noonan, Vice Chair	Mr. Gregory Lee
Mayor Pro Tem Peggy Leavitt, Secretary	Councilman John Marz
Mr. Chuck Bowling, Treasurer	Councilman George Rapson..... <i>via telephone</i>
Councilwoman Michele Fiore	Ms. Mary Beth Sewald
Mayor Carolyn Goodman	Ms. Marilyn Spiegel
Mayor Pro Tem Pamela Goynes-Brown	Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance	Steve Hill, CEO/President
	Luke Puschnig, Esq., CEM, Legal Counsel
	Ed Finger, Chief Financial Officer
	Lori Nelson-Kraft, Sr. VP of Communications & Government Affairs
	Brian Yost, Chief Operating Officer
	Barbara Bolender, Chief People Officer
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chairman Larry Brown called the meeting to order at 9:00 a.m.

INVOCATION The invocation was delivered by Reverend Mary Bredlau, Chaplain of the County Coroner’s Office.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Aleta Dupree addressed the agenda item regarding the appointment of Legal Counsel, commented on an opportunity with NV Energy and the examination of all options in energy savings, and expressed excitement for the people mover system.

Daniel Braisted spoke about the pending receipt of information from a previous request from Member Carolyn Goodman regarding the allotment of room tax revenue to the school district.

APPROVAL OF AGENDA AND MINUTES

APPROVAL OF THE AGENDA AND MINUTES **Treasurer Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the May 14, 2019, Regular Meeting of the Board of Directors’ agenda withdrawing item 2, and approve the April 9, 2019, Regular Meeting of the Board of Directors’ minutes.**

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

Presentations by the Las Vegas Convention and Visitors Authority Staff

Steve Hill, Chief Executive Officer (CEO)/President welcomed Lori Nelson-Kraft, Senior Vice President of Communications and Government Affairs to the LVCVA.

Terry Jicinsky, Senior Vice President of Operations, delivered a PowerPoint presentation on the Las Vegas Convention Center District (LVCCD) expansion including highlights on concrete pouring, steel installation, plumbing fixtures, and the formation of the ribbon element.

Barbara Bolender, Chief People Officer, recognized LVCVA Destination Services Manager Maria Ramirez for her work as an advisor to the Las Vegas Territory over the past five years, and congratulated Senior Manager of Engineering Joe Toro for his recent achievement of the ProFM credential.

Brian Yost, Chief Operating Officer, delivered a video presentation on the following operations highlights:

- National Hardware Show – May 7-9
- Waste Expo – May 7-9
- International Council of Shopping Centers/Real Estate Convention – May 20-22

Mr. Yost delivered a video presentation on the following marketing highlights:

- 13th Annual Vegas Uncork'd – May 9-12
- Billboard Music Awards – May 1
- Mesquite Amateur Golf Tournament – May 27-31
- Downtown Rocks Summer Concert Series – May 24-October 19

- Marketing Initiatives
 - Airline Developments:
 - Frontier Airlines' recent announcement of nonstop service from Charlotte, NC
 - Sun Country Airlines' recent announcement of nonstop service from Providence, RI; San Antonio, TX; St. Louis, MO; and Redmond, OR
 - KLM Airlines' recent announcement of the extension of seasonal service to year-round service

 - Marketing Highlights
 - Launch of first Wedding Story on @Vegas Instagram account
 - Promotion of Chef Video on Twitter and Facebook in conjunction with Vegas Uncork'd

 - Public Relations Efforts
 - Hosted Food Network contributor and developed comprehensive list of best Las Vegas restaurants
 - Worked with *etalk*, one of Canada's top entertainment broadcasts to cover CinemaCon

Ms. Nelson-Kraft provided information on National Travel and Tourism Week (NTTW), the supporting efforts of the Las Vegas Host Committee in NTTW events, highlighted appreciation for Transportation Security Administration (TSA) workers, presented a video of a NTTW event at McCarran International Airport (McCarran), and thanked Jim Rose, LVCVA Video Production Manager, for his work on the video.

Mr. Hill provided information on the attached quarterly report that was distributed to the Board, containing the LVCVA's accomplishments, including the contributions of consultant Rossi Ralenkotter, mentioned an upcoming summer campaign, congratulated Randy Shingleton for his new role as LVCVA Vice President of Facilities, and recognized TJ Spain and David Cooper on their recent promotions to Senior Directors. Mr. Hill commented on the progress of air service to the destination and his appreciation of the partnership with McCarran, the growing number and evolution of events in the destination, a recent announcement from Caesars and ESPN, and thanked the workers on the expansion site.

This was an information item and did not require Board action.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

OPERATIONS DIVISION

ITEM 1. **Sustainability Presentation**

Mr. Yost introduced the LVCVA's Taryle Spain and David Cooper, who provided a PowerPoint presentation of an overview of the Operation Division's approach to establishing sustainable practices that will have a positive impact on value creation for clients, ambassadors, and the environment, addressing the increasing expectation from clients to develop improved sustainability measures, with the plan including stakeholder engagement at all levels.

Secretary Peggy Leavitt asked about the selling of recyclables, to which Mr. Spain agreed and stated that the market for commodities has fallen and the LVCVA is working with Republic Services to introduce new processes.

Treasurer Bowling emphasized the importance of prioritizing sustainability efforts, and recommended the provision of metrics and Key Performance Indicators (KPIs) of best in class, to which Mr. Yost replied there are KPIs available and will be reported as part of the quarterly highlights report to the Board of Directors.

Chair Brown recommended the highlights and accomplishments report be part of the minutes in its entirety, to which Mr. Hill confirmed it would.

This was an information item and did not require Board action.

GENERAL GOVERNMENT DIVISION

ITEM 2. **Authorization to Enter into Agreement with NV Energy**

WITHDRAWN ~~That the Board of Directors consider authorizing the Chief Executive Officer (CEO)/President to execute an agreement for the LVCVA to remain a customer of Nevada Power d/b/a NV Energy through May 2024.~~

~~For possible action.~~

ITEM 3. **Quarterly Budget and Statistical Report**

Ed Finger, Chief Financial Officer, presented the LVCVA Budget and Statistical Report for the quarter ending March 31, 2019, to the Board of Directors for their information and review.

This was an information item and did not require Board action.

-
- ITEM 4. **Quarterly Collection Allocation**
Mr. Finger notified the Board of Directors that room tax collection allocation amounts for the third quarter of fiscal year 2019 are estimated to be \$6,804,712.
- Fiscal Impact
FY 2019: \$6,804,712 Expenditure
- This was an information item and did not require Board action.
- ITEM 5. **Proposed Changes to Investment Policy (FIN-23)**
Mr. Finger requested that the Board of Directors consider approval of proposed changes to the LVCVA Investment Policy (FIN-23).
- Fiscal Impact
None
- Vice Chairman Bill Noonan requested Mr. Finger put on record the groups who reviewed and opined on the policy, to which Mr. Finger stated the internal investment committee and external consultants participated in the compilation and review of the policy, and comparisons to other policies and fact-checks to state laws were performed in those efforts.
- Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the proposed changes to the LVCVA Investment Policy (FIN-23).**
- ITEM 6. **Legal Counsel's Report and Recommendation(s) and Contract Report**
Legal Counsel presented a report regarding a lawsuit filed by Diana Sadoyan, dismissal of litigation against J. Garcia, dismissal with prejudice in the case of David Randall, and presented purchasing and other report(s) required by Nevada Revised Statutes (NRS) and/or Board policy.
- This was an information item and did not require Board action.
- ITEM 7. **Voluntary Separation Program**
Ms. Bolender requested that the Board of Directors consider a Voluntary Separation Program (VSP) at the discretion of the Chief Executive Officer (CEO)/President.
- Fiscal Impact
To be determined – VSP costs will be offset by salary reductions.
- Vice Chair Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve a Voluntary Separation Program (VSP) at the discretion of the Chief Executive Officer (CEO)/President.**
- ITEM 8. **Appointment of Legal Counsel**
Ms. Bolender requested that the Board of Directors consider approval of the recommendation(s) for appointment of new Legal Counsel, Caroline Bateman.
- Fiscal Impact
Staff recommends a \$200,000 annual salary along with insurance, leave, and other benefits provided to executive staff under Board Policy, as may be amended from time to time. Salary and benefits have been included in the 2019 and 2020 budgets.
- Vice Chair Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the recommendation(s) for appointment of new Legal Counsel Caroline Bateman and authorize the payment of \$200,000 annual salary.**

ITEM 9. **People Mover Update**

Mr. Hill provided the Board of Directors an update on negotiations for the Las Vegas Convention Center District (LVCCD) Campus Wide People Mover.

Chair Brown acknowledged a request from Member Goodman for a guest speaker to provide comments on this item.

Member Goodman provided thoughts on the importance of the reliance of Las Vegas on the tourism industry, and emphasized the Board of Directors' responsibility in their decision-making. Member Goodman informed of her research on the two top candidates for the LVCVA's people mover system, and stated she provided the attached results of that research to the CEO/President, CFO, and all members of the Board of Directors, highlighting comparisons in age and experience between The Boring Company and the Doppelmayr Group, underlining the importance of deliverability and costs. Member Goodman introduced Doppelmayr Group CEO, Dr. Markus Schrentewein, to provide comments to the Board of Directors.

Dr. Schrentewein provided information on the projects and experience of the Doppelmayr company including operations and maintenance of systems in Las Vegas and throughout the world, and shared thoughts regarding the bidding process and his belief that the ability to provide more detail and explanation with an open dialogue discussion would have resulted in a more favorable proposal.

Member Goodman asked Dr. Schrentewein if he was given a budget as to what was being asked, to which Dr. Schrentewein replied no. Member Goodman asked if he was given a layout of connections between halls, to which Mr. Schrentewein outlined the layout of their proposal with connections along the Las Vegas Strip.

Chair Brown asked Mr. Puschig if this line of questioning was permissible in regard to the item on the agenda, to which Mr. Puschig replied this is an information item and debate on the issues could be had during the discussion of moving forward with the contract, which is to take place on May 22, 2019.

Member Goodman requested that the Board put on the record that she requests reconsideration of the proposals and thanked Dr. Schrentewein for sharing his thoughts.

Treasurer Bowling provided comments on the unique opportunity the people mover system will bring to Las Vegas, echoed Member Goodman's comments regarding the importance of the Board of Directors' decisions and receipt of feedback, pointed out the process included a common, consistent, and fair Request for Information (RFI) and Request for Proposal (RFP) procedure including the formation of an evaluation committee who performed due diligence and provided consistent recommendations. Secretary Bowling emphasized that cost, safety, efficiency, and innovation have all been taken into consideration, and confirmed his confidence in staff's ability to negotiate a contract.

Member Michele Fiore acknowledged receipt of Member Goodman's report, highlighted the comparisons of the two companies regarding years of experience, projects completed, and risks, and asked why Doppelmayr wasn't reviewed further as a competitor for the people mover system.

This was an information item and did not require Board action.

ITEM 10. **Las Vegas Convention Center Metro Police Sub Station Expansion**

Mr. Hill requested that the Board of Directors consider approval of the solicitation of Design Build proposals in accordance with NRS Chapter 338 for the Las Vegas Convention Center (LVCC) Metro Police Sub Station Expansion (the Project) as presented by staff.

Fiscal Impact

The estimated cost of the project of \$10M is included in the fiscal year 2020 Proposed Budget and will be formally submitted to the Board of Directors after the Design Build solicitation and bid process.

Vice Chair Bill Noonan exited the meeting at 10:27 a.m., returned at 10:29 a.m.

Terry Miller of Cordell Corporation clarified this is a part of the Southern Nevada Tourism Infrastructure Committee's identification of the need for more officers, and provided a PowerPoint presentation outlining location, design, cost and procurement, and construction schedule.

Mr. Hill recapped a previous Board agenda item regarding a bond package for the acquisition of the Kishner and Siegel properties that included a request for the potential to use those bond proceeds for other capital improvements, and informed the Board of the intent to use the remaining \$12 from the \$80M bond issuance to fund this project.

Assistant Sheriff Tim Kelly of the Las Vegas Metropolitan Police Department (Metro) explained the benefits the expansion would provide in handling anticipated growth along the Strip with the addition and/or expansion of several properties, emphasized the need for additional space due to an uptick in service calls, described efforts in other space-saving options prior to the expansion request, and ensured safety of both visitors and citizens.

Member Goodman asked if there were any emergency management preparation plans for the LVCC, to which Assistant Sheriff Kelly replied all contingency plans are coordinated through the Emergency Management Office. Member Goodman recommended LVCVA staff be trained in emergency management, to which Sheriff Kelly informed there are several tabletop meetings through the valley with all partners regarding contingency plans.

Member Weekly thanked Assistant Sheriffs Kelly and Brett Zimmerman for previous conversations with the County Commission regarding the need for more cops, and asked what the timeline is for the Metro Sub Station expansion, to which Mr. Hill answered the groundbreaking is anticipated in late March or early April 2020, and a more accurate timeline will be available after the Design Build process, but the project should be done within a year from its groundbreaking.

Vice Chair Noonan asked Mr. Miller how any overages beyond the \$10M would be handled, to which Mr. Miller stated the exact language in the lease is yet to be documented, however, the LVCVA has agreed it will spend \$10M on the development of the project, and any additional costs beyond that will be discussed between Metro and the LVCVA in terms of priority of the remaining components. Vice Chair Noonan clarified if this will be a value engineering project, to which Mr. Miller confirmed. Vice Chair Noonan asked how the \$10M number came about, to which Mr. Miller explained Metro hired a local architecture firm that explored several iterations of designs and submitted those to an estimating consultant.

Treasurer Bowling emphasized the importance of the collaboration of the resort corridor properties and Metro for the delivery of safety in future events and conventions.

Member Fiore emphasized the importance of public safety and the Metro presence, and thanked the LVCVA for their due diligence in ensuring the protection of the public.

Chair Brown moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the solicitation of Design Build proposals in accordance with NRS Chapter 338 for the Las Vegas Convention Center (LVCC) Metro Police Sub Station Expansion (the Project) as presented by staff.

COMMITTEES

ITEM 11.

Las Vegas Convention Center District (LVCCD) Committee Report

The LVCCD Committee met on May 8, 2019, to discuss items A and B.

LVCCD Committee Chair Chuck Bowling presented a report and gave the Committee's recommendation to the Board of Directors.

Item A. LVCCD Charter Review and Evaluation

Item B. LVCCD Phase Three Pre-Construction and Construction Services Contract NO. 19-4572

Fiscal Impact

Item B

FY 2019: \$ 503,030 Estimated expenditure

FY 2020: \$3,000,000 Estimated expenditure

Member Weekly exited the meeting at 10:51 a.m.

Mr. Miller outlined the progress of the LVCCD Project, highlighting Phase Three and its approval process, construction method, construction manager selection process, and the selected firm's approach and price proposal.

Treasurer Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the LVCCD Committee's recommendation of no changes to the LVCCD Committee Charter; 2) Approve the expenditure of a fixed fee amount of \$3,503,030 for pre-construction services and approve the Martin-Harris/Turner, Joint Venture contract for the Las Vegas Convention Center (LVCC) District Phase Three Renovation project (the Project); 3) Authorize the LVCVA Chief Executive Officer (CEO)/President, or his designee, to execute the contract documents; and 4) Authorize any residual unexpended balances to revert to available LVCCD funds.

Treasurer Bowling thanked everyone involved in all the milestones achieved for the LVCCD Project.

DIRECTORS' RECOGNITION

Member Pamela Goynes-Brown announced the grand re-opening of the playground at Nature Discovery Park, and the addition of a Red Lobster restaurant on "Restaurant Row".

Member Marilyn Spiegel expressed her enthusiasm for the upcoming ICSC and JCK shows, and expressed appreciation for the work of the LVCVA.

Member Fiore provided information on the recent opening of the Historical Haybarn in Tule Springs Floyd Lamb Park, an upcoming clean-up event, the recent Helldorado Parade and Las Vegas Days Rodeo, and upcoming Movies in the Park and Fishing Derby events.

Member Mary Beth Sewald announced a recent invitation from the White House for the Las Vegas Metro Chamber of Commerce (the Chamber) to speak on a roundtable panel in Washington, D.C. regarding the Chamber's insurance plan, and highlighted the Department of Labor's (DOL) high regard for the Chamber's management of its association health plan.

Treasurer Bowling thanked Mr. Puschnig for his contributions to the LVCVA Board of Directors, the community, and to the LVCVA, and welcomed Caroline Bateman to the LVCVA.

Secretary Leavitt recognized Mr. Puschnig for his mentorship and acknowledged his consistent attendance at Boulder City State of the City Address events, provided information on the Boulder City Showcase and Historic Home Tour events, thanked Meg McDaniel of the LVCVA for her assistance in facilitating those events, and provided information on an upcoming Best Dam Barbecue event.

Members Marz and Goynes-Brown exited the meeting at 11:04 a.m.

Vice Chair Noonan thanked Mr. Puschnig for his service, encouraged the audience to visit the new Las Vegas Ballpark venue, announced an upcoming Audit Committee meeting and recognized Alan Moorhead of the LVCVA and his staff for their efforts in preparation of that meeting.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Aleta Dupree acknowledged staff's provision of audio files, emphasized the importance of consistency, innovation and transportation, and described examples of existing transportation systems.

Member Fiore exited the meeting at 11:07 a.m., and returned at 11:09 a.m.

Daniel Braisted discussed diabetes and the exploration of menu selections with less emphasis on meat due to its methane byproduct, suggested the addition of a committee with a focus on convention menus, and encouraged the promotion of free events to citizens.

Secretary Leavitt exited the meeting at 11:10 a.m., returned at 11:12 a.m.

Cyrus Hojjaty expressed his excitement for new hotel plans and the people mover system, and discussed gas prices, home prices, and investments.

Member Rapson exited the meeting via telephone at 11:15 a.m.

ADJOURNMENT

Chair Brown adjourned the meeting at 11:15 a.m.

Respectfully submitted,

Date Approved: June 11, 2019

Silvia Perez
Executive Assistant to the Board of Directors

Larry Brown
Chair



Las Vegas Convention and Visitors Authority

MEMORANDUM

Date: May 14, 2019
To: LVCVA Board of Directors
From: Steve Hill
CEO/President
Re: Highlights and Accomplishments

Attached, please find a recap of highlighted activity and accomplishments by each division within the Authority for February 2019 – April 2019.

If you have any suggestions or questions, please give me a call at 892-2800.

MARKETING

Advertising

- **Implemented several research projects** including ethnojournal, focus groups, and national quantitative studies to continually update and understand today's Las Vegas brand.
- **Partnered with Swoop airlines to surprise a 21-member family with a destination reunion in Las Vegas, celebrating the Family Day Canadian holiday (Feb. 18)**, and created various videos and content featuring several destination partners.
- **Switched to a new hotel offers process on VisitLasVegas.com**, which removes expired offers and makes it easier for hotel partners to enter offers on our site.
- **Launched a comprehensive co-op advertising campaign with Edmonton Airport** promoting four airlines that fly nonstop to Vegas (Swoop, Flair, WestJet and Air Canada).
- **Created a new b-roll footage package that includes aeriels of the destination** for non-commercial use that will be distributed to media, sponsorships/events, and prospective meetings/convention and leisure clients.
- **Translated Terms of Use and Privacy Policies for our websites to eight different languages** ensuring GDPR compliance and a better experience for international customers.
- **Launched Laughlin media program** which includes radio, digital, social, and search targeting summer travel to audiences in Las Vegas, Phoenix, and Southern California.
- **Created Exhibitor Appointed Contractor pages on VegasMeansBusiness.com** which provides additional automation to the LVCC contractors application and renewal process.

Air Service Development

- **Participated in the Routes Americas Conference in Canada** with McCarran International Airport, and **won the esteemed Best Destination Marketing Award**. Conducted 35 one-on-one meetings with current and prospective airlines serving Las Vegas.
- **Executed a strategic network planning summit between joint venture partners American Airlines and Japan Airlines**, which resulted in American Airlines applying to the U.S. Department of Transportation to operate service from Tokyo Haneda to Las Vegas.

- **Spirit announced Burbank and Sacramento service with an estimated overall economic impact of \$235M per market.**
- **Swoop announced seasonal service from Kelowna, British Columbia with an estimated overall economic impact of \$11M.**
- **KLM Airlines has extended service from Amsterdam through March 2020 and is now considering annual service** resulting in \$61.7M in economic impact.

Business Sales

- **DC office contributed 69 leads and 93 bookings for the month of February.**
- **Rebecca DeLuca, Sales Executive from our Chicago office began her terms as founding member of the Meeting Professionals International (MPI) Women's Advisory Board, and as President of Destination Reps, overseeing 45 CVB's.**
- **Successfully executed the first South Hall Redesign forum** moderated by David Kliman, which consisted of eight senior meeting professionals from the association market, as well as TVS Design for exploring opportunities to create usability within the South Hall during off-peak periods.
- **Successfully executed the first digital/attendance promotion activation at the IWA Outdoor Classic trade show in Nuremberg, Germany.** In conjunction with the National Shooting Sports Foundation (SHOT SHOW) and The Venetian Resort, the goal of this activation was to drive interest to potential international buyers interested in attending the SHOT Show in Las Vegas in 2020.
- Identified four shows to potentially backfill the vacancy created by changes in the MAGIC 2020 show, **successfully leasing new business with Firehouse World, a new trade show to the destination with approximately 4,500 attendees utilizing 300,000 gross square feet with an anticipated total impact of \$7.6M.**
- **Represented the destination at Society of Independent Show Organizer (SISO)'s CEO Summit in Miami and generated new lead opportunities** with newly launched organizers entering the market. Leads once developed will represent growth industries in Las Vegas.
- **Attended NorthStar IncentiveLive in Chicago and completed (23) one-on-one appointments, met five new account representatives, and generated two new leads for Las Vegas.**
- Completed and **submitted RFI for a large trade show** currently looking at Las Vegas as possible venue for an 80,000-attendee show.

Digital Engagement

- **Hosted 11 social media Influencers with a collective following of over 1.2M on Instagram.** The influencers created over 200 pieces of content resulting in over 5M impressions.
- **The @LVCVA business Facebook account launched a new campaign to promote the various meeting spaces across the destination,** with ads receiving over 2.5M impressions.
- In partnership with R&R, **executed a content partnership with ALL DEF media in support of our first-timer campaign targeted to multi-cultural millennials.**
- **Executed an immersive theatre experience that engaged over 600 attendees at ITB Berlin,** utilizing a 270-degree projector to display Futuristic Playground by Beeple, a virtual reality video we created that was inspired by an artist's trip to the destination.
- **Executed an Instagrammable pop-up that engaged 683 interactions at IWA in Germany,** generating awareness to attendees that IWA will be held in Las Vegas in 2020.
- In partnership with R&R, **hosted seven domestic social media influencers with a collective following of 718K.** The influencers created over 40 pieces of social content that highlighted the destination's key verticals.
- **Hosted three influencers from the UK with a combined following of over 266,000,** collectively **creating over 58 Instagram posts and stories** highlighting their various experiences within the destination **resulting in over 69,000 engagements and 2M impressions.**
- **Produced a three-day activation bringing the essence of Las Vegas to Brazil** by transforming a trendy lounge in Sao Paulo with signature cocktails by the Venetian Resort and Vegas-inspired music. Sales clients, mission partners, journalists and social influencers were hosted on the first night, and the following two nights were open to consumers utilizing social currency for entry.
- **The LVCVA partnered with Cannon Cameras, Air Travi and three influencers from South Korea to create localized content for our South Korean social channels.** The content will also be distributed across Cannon's South Korean channels as well as Air Travi's. The influencers created content which went live at the end of April with performance metrics to follow.

Event Design

- **Partnered with Lip Smacking Foodie Tours to create a new experience for a client event** in San Jose, CA receiving positive feedback from our clients and participating hotel partners.
- **Supported the pre-planning & on-site event execution of inaugural Global Sports Business Summit**, in partnership with LVGEA featuring over 20 of the top minds and brands in sports to discuss the landscape of sports business, the future of sports sponsorships & partnerships, and the economic development opportunities surrounding sports.

Extended Destinations

- **Enhanced community outreach efforts through a presentation to the Mesquite Chamber of Commerce**, and an additional presentation to the Las Vegas Territories about Extended Destination offerings.
- **Entertained 14 clients at the Zac Brown Band concert, immediately generating three RFPs for Laughlin for 200 total room nights, one of which has already been converted to a booking** for the destination.
- **Helped secure the Arizona Airports Association Spring Conference** held April 13-17 in Laughlin for 127 attendees, **generating 388 room nights** including a 50-person golf tournament.

Global Sales

- **The LVCVA and the Consumer Technology Association (CTA)® announced a partnership with the Las Vegas Metro Chamber** that marks the next major step in demonstrating to the world that 'Vegas Means Business'.
- **Attended and exhibited at seven events in nine cities inclusive of more than 120 one-to-one appointments** with receptive and tour operators from around the world and **reaching over 2,000 travel trade professionals**.
- **Conducted a wide scale promotion for the National Plan for Vacation Day** including six video vignettes, the National Plan for Vacation toolkit, and a VisitLasVegas.com itinerary builder, **that were shared with over 90,000 travel advisors**.
- **Hosted an event for 28 resort partners and 100 Japanese, Korean and Chinese Receptive Operators who in turn took part in 532 pre-scheduled appointments** at Southern California Asia Receptive Sales Blitz.

- **Finalized the RFP process for our new Learn and Earn program**, and selected Travel Relations to build our Tracking and Rewards program, and TravPro Mobile to build our training module and app.
- **Signed two new MOUs with World Trade Center (WTC) Queretaro and WTC Dublin**, to help facilitate international travel and support airline service development.
- **Worked closely with Clexacon event producers to help grow their Las Vegas program** now welcoming over 4,000 lesbians and allies from domestic and international markets to the Tropicana for a four-day program.
- **Rafael Villanueva recently received North America Journeys (NAJ) Group's first "Tour and Travel's Person of the Year" award.** NAJ Group is a producer of travel industry conferences that focus on international receptive and tour operators.
- **Gathered of all four Mexican Airlines, Top Mexican Tour Operators, and 20 Resort Partners for the Mexican Airline & Trade Partner Retreat**, a day and a half of creative thinking, education about the travel tendencies of the Mexican traveler, unique-experience FAM agenda and team building activities.
- **Conducted Japan, South Korea and China sales calls with the top airlines (American, Korean, Hainan), the US Embassy, and top tour operators** to keep the destination top of mind leading into the Japan/Korea Sales Mission, April 15-18, 2019.
- **Exhibited with 8 resort partners at ITB Berlin and held 36 appointments leading to 7 potential new FAM trips.**
- **Executed nine events in seven days with 20 resort partners for Western Canada Sales Mission** in Calgary, Edmonton, Kelowna & Vancouver offering networking opportunity events **with 360 travel trade clients and 350 WestJet Employees** at their Calgary Call Center.

Industry Initiatives/Industry Relations

- **Krista Darnold was appointed to the Commission for the Las Vegas Centennial and the Mob Museum Board of Directors.**

- **Met with the Nevada Congressional Delegation in Washington D.C. to garner support of our application for a new air service route between Tokyo, Japan and Las Vegas.** Las Vegas has been working for direct service with Japan Airlines (JAL) for more than ten years and if awarded, this service will be operated under the AA Flag, a first for a domestic carrier to fly over a hub offering direct service to McCarran International Airport.
- Received board approval, and **moving forward with the LVCVA corporate website redesign** by spearheading department head meetings and project team progress calls and deliverables.
- **Engaged thirteen educational institutions from the local hospitality and culinary workforce sectors to provide content to the U.S. Travel and Tourism Advisory Board for the creation of a National Workforce Training and Best Practices Strategy.**
- **Presented the final recommendations report of the National Advisory Committee on Travel and Tourism Infrastructure** to Derek Kan, Under Secretary of Policy for the U.S. Department of Transportation **which will be used in the formation of the 20-year strategic plan for the DOT as mandated by the FAST Act.**
- **Completed the Destination Marketing Accreditation Program (DMAP) annual progress report** which is globally recognized and serves as a visible industry distinction that defines quality and performance standards in destination marketing and management.
- **Co-created a one day event in Los Angeles in support of International Sales which attracted over 85 receptive tour operators representing 42 companies and 31 local partners representing 25 companies.** Las Vegas Hotel Stakeholders and Mission partners met with Asian Receptive companies representing clients from Japan, Korea, and China in one on one meetings.
- **Coordination of the 2019 Global Meetings Industry Day (GMID)** where 250 industry professionals, including top domestic & international meeting media, gathered at HyperX Esports Arena at the Luxor and received a presentation **highlighting how the meetings industry can utilize sports and special events to amplify programming.** Chris Brown of the National Broadcasters Association also delivered congratulatory remarks for **Las Vegas' 25th year as TSNN's Top Trade Show Destination.**

International/Business/Corporate Communications & Public Relations

- **Hosted 31 media from 11 countries for the Ultimate Vegas Sports Weekend.** Countries included Canada, UK, MX, Japan, China, Brazil, Denmark, Sweden, Germany, and Italy. Coverage ran in more than 28 publications with circulation of more than 3.5 million and 18 million unique visitor mentions.
- **Executed a press conference at ANATO trade show in Bogota, Colombia attended by 79 media** and included presentations by LVCVA, MGM Resorts, Caesars Entertainment, My Ultimate Vegas, Elite Travel Group and Copa Airlines.
- **Hosted 36 journalists from 9 countries during the month of April.**
- **Completed integrated marketing mission with public relations and sales in Japan and Korea;** conducted appointments, interviews and one on one meetings to develop relationships and reinforce key messages with Japanese and Korean media.
- **Executed a cocktail class with Venetian mixologist Juyoung Kang for 10 lifestyle journalists** as part of the digital “speakeasy” activation in Sao Paulo during WTM Latin America.
- **Welcomed six LA media to a lunch event at The Factory Kitchen as part of the Las Vegas Uncork’d media upfront,** including reporters/contributors for CBS, The Daily Meal, LA Splash, LA Weekly/LA Magazine/ PopSugar Food, SoCal Restaurant Show and About.com, and supported Chef Lorena Garcia's appearances on The Talk and Hallmark’s Home & Family.

Leisure Sales

- **Concluded two airline support events with Spirit, delivering our brand messaging and information on the new routes to 60 travel advisors.**
- **Sponsored Travel Agent Forum event for 1000 attendees** that included brand messaging, a trade show component, Pre-Fam trip for Avoya advisors, and a reception at Discovery Museum.
- **Exhibited at the three-day 2019 AAA Travel Show that hosted more than 18K consumers.** During the show, Specialty Markets Manager Jim McMichael gave a “Destination Update” presentation to 30+ consumers.

Research Center

- **Updated and posted construction bulletin of tourism-related projects.**

- Crafted a slide presentation illustrating trends and behaviors of generations.
- Compiled aviation analyses in support of time-sensitive air development efforts.
- **Completed and distributed annual visitor profiles for Las Vegas, Laughlin, and Mesquite** to community and industry stakeholders, and shared highlights of the LV Visitor Profile with Board of Directors and members of the media.
- Participated in workshop with Association meeting planners to assess long term opportunities with LVCC South Halls.
- Contributed tourism perspective in semi-annual small gathering of local economic and data experts organized by the UNLV Center for Business and Economic Research (CBER).
- **Compiled market data to assess recent trends in Laughlin and surrounding markets.**
- Contributed F&B-related customer experience data to support Operations teams discussions with vendor.

Specialty Markets

- **Visited with six top MICE accounts in Bogota, Colombia and hosted client luncheon in partnership with COPA Airlines** to introduce Las Vegas as a destination for this business market. **Returned with one service booking** for May 2019 **and one lead** for summer 2020.

Sports Marketing

- **Hosted the inaugural Global Sports Business Summit in partnership with the Las Vegas Global Economic Alliance** as part of the Ultimate Vegas Sports Weekend featuring some of the top minds and brands in sports to discuss the landscape of sports business, the future of sports sponsorships and partnerships, and the economic development opportunities around sports.
- **Hosted the 2019 Ultimate Vegas Sports Weekend** featuring NASCAR, USA Sevens Rugby, UFC, Vegas Golden Knights, Tuff Hedeman Bull Riding, Las Vegas Aces, UNLV, Las Vegas Lights, and the Las Vegas Aviators and included interactive experiences, athlete appearances, and the ultimate tailgate party.
- **US Figure Skating selected Las Vegas to host Skate America, an Olympic-style international event in October 2019, as well as the International Skating Union Congress in June 2022.** The Congress features more than 500 international representatives from both figure skating and speed skating.

- **Redeveloped the Travel Trade/Leisure Sales initiative to reach 17,000 domestic travel agents and tour operators with the “Las Vegas is Sports” message.**

OPERATIONS

Overall Operations

- **Kicked off Digital Strategy project** with consultant from id8 and LVCVA team.
- **Successfully negotiated Cox technology services contract extension.**
- **Negotiated the final handover date for Cashman Center to the City of Las Vegas on May 10, 2019.**
- **Held the first LVCC Sustainability Committee** which was comprised of 16 members representing various building departments and partners.
- **Testing new technology projectors in the lobby areas with Cox Business.** Projectors will allow shows to use video technology in prime locations throughout the facility **with the potential to generate revenue for both Cox and the LVCVA.**

Client Services

- **Achieved an overall recycle rate of 76% for January shows, and 75% for February shows,** which were increases as compared to the previous year's rates of 72% in January 2018, and 40% in February 2018.
- **Waxie Innovation Show** - Collaborated with Waxie (one of our major janitorial supplies vendors) to craft a two session 2-hour presentation of latest technology products.

Convention Services

- **Participated in the “Impact NV” board meeting** to talk about difficult subjects including human trafficking. **Facilitated the Social Equity Impact Fund event:**
 - The topic was Human Trafficking and Pathway to Citizenship.
 - Looked at how the fund can be best used to assist other groups that provide services in this space.
 - Discussed how best to create awareness.
 - Finding potential road blocks and social issues that need to be overcome.
- **Moved the Exhibitor Appointed Contractor (EAC) registration form to an online format.**
- **Conducted emergency protocol procedures with Customer Safety,** including the implementation of a new Power Outage Plan for the Convention Services department and a new checklist for quick access of important items to cover in the event of an emergency.

Customer Experience

- **Centerplate presented several new concepts during NAB** including a permanent Wetzel's Pretzels location in Hall C3, portable carts showcasing coffee and light refreshments throughout the venue, and the launch of a healthy options menu in Lucky's and Aces.
- **During NAB, Cox implemented "Cloudport", an innovative secure service** and reliable Ethernet connection from the exhibit booth to major cloud-based applications.
- **Maria Ramirez, Destination Services Manager, was awarded the "Excellence in Tourism Award – Las Vegas Territory"** for her strong work as an adviser and being instrumental in the creation of two annual Las Vegas Territory Board retreats and serving on the territory's website and scholarship committees.

Customer Safety

- **Customer Safety's Department Head is the newest member on the Board of Directors for Exhibition Services and Contractors Association (ESCA).** ESCA is dedicated to the advancement of the exhibition, meeting and special events industries by promoting cooperation among all areas of the exhibition industry.
- **Conducted Crowd Manager training for 314 LVCVA ambassadors.** Local fire codes require a ratio of one trained crowd manager per 250 event attendees.
- **Completed a successful test of the LVCVA's Mass Notification System.** 870 ambassadors across 2,788 paths (voice/text/email) responded. Only seven ambassadors were unreachable, which has since been resolved.
- **In process of reviewing the LVCVA's current business continuity programs** for improvements, updates and enhancements, through an engagement with a former Clark County Emergency Manager.
- **Attended Southern Nevada Counter Terrorism Center (SNCTC) quarterly (SECRET-level), sector-specific classified briefing,** designed to provide attendees with a current threat picture and provide information on tactics, techniques and procedures being used by terrorist organizations.
- **The Las Vegas Convention Center was identified as a location for sheltering needs** in a comprehensive shelter study regarding Clark County's preparedness to provide widespread shelter in an emergency. Conducted by Crisis Ready Group, this study was designed to provide a road map **to better prepare for future shelter and mass care needs.**

Engineering

- Senior Manager of Engineering Joe Toro has continued **working to improve electrical issues to raise the RiskMark score in the annual inspection report**, increasing the numbers by 11 points and raising the score to 85% of the potential thus far. Mr. Toro has also completed studies and is now a certified ProFMTM.

Facilities Operations (Cashman Center)

- **Completed final disposition plan for all LVCVA Cashman assets:** auction, remain at CC, transfer to LVCC and completed final coordination with staff from the City of Las Vegas.

FINANCE

Overall Finance

- **Received Distinguished Budget Presentation Award for the 30th consecutive year, from the Government Finance Officers Association (GFOA) for the FY2019 budget.** This is the highest form of recognition for meeting the highest principles in governmental budgeting. Satisfaction of nationally recognized guidelines are required to receive the budget award.
- **Rolled out the Concur Travel system**, which allows ambassadors to now manage their own travel through applications on their phone, allowing easier and safer travel, and valuable time to focus on their business. Rollout was extremely successful with 165 ambassadors receiving training **with an immediate online adoption of 80%**, which means only 20% of reservations required the assistance of a travel agent. Previously, 100% of reservations were booked through an in-house travel agent. **This brings our average cost per reservation from \$87 to \$7, resulting in a 92% reduction in direct costs.** The external travel agency component of this system is available 24/7/365, giving our ambassadors constant personal support.
- **Hosted Moody's and Standard & Poor's (Bond Rating Agencies) onsite for presentations on upcoming bond issuances**, and included updates on the LVCVA's key credit strengths and proposed budget. Attendees were also taken on a site tour of the LVCCD expansion site.
- The **Tentative Budget was completed** and presented to the Board of Directors on April 9, **and subsequently submitted to all required agencies** as required by the Nevada Department of Taxation.

Audio/Visual (FEBRUARY MARCH & APRIL)

- Two A/V Supervisors **created a “Staffing Model Metrics-Hour Tracking” spreadsheet** showing the allocation of A/V Tech hours spent supporting shows, internal & external meetings, repair & maintenance, and other duties. This collaborative spreadsheet allows for tracking and forecasting of A/V Tech support needed for each shift.
- **Dispatch/Customer Safety Intermediate Distribution Frame (IDF) Enhancement Project** - Relocated existing LVCVA and Cox network hardware in the extremely small wall-mounted rack located in Dispatch and replaced 50+ existing cables, allowing maximization of network space and making the system more efficient.
- **Initiated an A/V support review with the City of Las Vegas** to evaluate the current technology during events at Cashman, providing the City preliminary operational information for determination of resources to support the stadium for a smooth technology transition on the May 10 transfer.
- **Created Audio/Visual Cross Training Program with other LVCVA Departments** in which ambassadors will be able to train with the A/V Department to learn daily responsibilities of delivering/troubleshooting audio/video services to meeting rooms, lobby areas and exhibit halls.
- **The Telecommunications Department made necessary programming changes to phone extensions affected by recent changes** as a result of the VSP, several interoffice moves and new hires on the 2nd and 3rd Floor Admin offices. Calls are now routing properly, extensions are programmed correctly, and calls can be answered by the appropriate ambassadors in each department.

Information Technology

- **Implementation of Proofpoint Targeted Attack Protection which detects malicious threats** and allows us now to view our top users at risk based on email threats they receive and suspicious login attempts into their account.
- **Began testing new Identity Server software** to accommodate unified login security protocols, enabling a larger group of ambassadors access to upcoming computer-based applications.
- **Installed new Storage Area Network** providing over 16 terabytes (TB) of solid-state flash storage with greater speed and reliability for the LVCVA's main server cluster which hosts over 87 virtualized servers.

- **Upgraded the IT backend and network for our remote offices in Chicago and Washington DC, doubling the speed and reducing monthly costs by over \$1,300.** Specific upgrades included a new local server, a new WAN/Internet connection back to the main LVCC data center, and a new firewall.
- **Completed PC and laptop equipment benchmarking and ambassador evaluation testing for fall technology refresh, replacing approximately 362 systems company-wide;** selected manufacturer and vendors to solicit quotes. Completed quantity projections to assist in finalizing RFQ, board agenda item and purchasing process.

Purchasing & Business Services

- **Prepared a variety of competitive procurements** including South Hall roof recoating, sales listing agreement for commercial real-estate broker, campus wide-people mover recommendation, and multiple energy agreements for potentially leaving the grid.

PUBLIC AFFAIRS

Public Affairs Overall

- **Garnered coverage in more than 1,200 national news media outlets regarding The Boring Company (TBC) collaboration announcement resulting in more than 1M impressions and \$1.3M in PR value.**
- Worked with key executives, local industry partners and media, where necessary, regarding client, Board of Directors, and internal staff **communications and media statements regarding the following:**
 - Las Vegas Boulevard parcel potential land sale
 - The Boring Company agenda item
 - Pursuing the path of two renewable energy options
 - General counsel departure and agenda item pursuing the hiring of a new attorney
 - Chief Marketing Officer resignation
 - New Senior Vice President of Communications and Government Affairs
 - Ongoing LVMPD investigation

- Collaborated with elected officials and key stakeholders to **produce letters of support for the following:**
 - Yucca Mountain opposition to U.S. House of Representatives and U.S. Senate
 - Passenger Facility Charge (PFC) cap increase inclusive of a caveat allowing individual airports flexibility to, at their discretion, increase the fee within the range of the cap to Congresswoman Dina Titus for use during the March 2019 Public Facility Charge hearing
 - British Airways long-term partnership appreciation to British Airways Senior Vice President of North American Sales
 - Congratulatory note in recognition of U. S. Travel Association's Distinguished Travel Champion Award to Senator Cortez-Masto.
- Worked with Clark County Public Information Officer, their lobbyist, LVCVA CMO and general counsel providing usage per the trademark regulation of the Vegas Strong heart logo for inclusion on the commemorative license plate.
- Developed internal and media communications regarding the impending closures of the Laughlin and Boulder City visitor information centers.

Host Committee

- **Conducted 3rd and 4th Quarter Host Committee Advisory Council Meetings focused on sports activations and National Travel & Tourism Week initiatives**
- **Welcomed more than 1.5K sports fans at the Host Committee booth during the Ultimate Vegas Sports Weekend** with Valley High School Academy of Hospitality and Tourism student volunteers
- **Welcomed over 3K basketball fans at Westgate Hoops Central Kick-off and Golden Nugget March Fever events** disseminating basketball drawstring backpacks and conducted an interview with Brian Blessing for sports radio

Las Vegas News Bureau

- Shot, edited and distributed images from 118 assignments.
- **Processed 124 photo and video requests, with Published/broadcast images reaching an audience of over 622M and a value of over \$1M**
- **Filmed and edited 10 National Travel & Tourism Week public service announcements** from interviews with hotel, attraction and hospitality workers across the destination.
- **Designed and produced a photo exhibition "From Zero to 60 and Beyond," celebrating the 60th anniversary of the Las Vegas Convention Center**, which will be on display in the Clark County Rotunda from May 1 – June 4.

- **The “Las Vegas Lineup,” interactive exhibition** created by the Las Vegas News Bureau and the Nevada State Museum, **was awarded the 2019 CIMA Special Projects Award** at the Conference of Intermountain Archivists Awards Committee and the CIMA Council.
- **Community exhibitions:**
 - March 12 to May 7 “**Vintage Vegas: In Color** by Las Vegas News Bureau,” Whitney Library
 - January 22 to March 15 “**Las Vegas Lineup**” Dondero Community Center

LVCVA Newsroom

- **Published 30 stories with 189 photos and 44 videos.**
- **Overall page views: 26,738; overall content views: 8,222**

LVCVA Newswire.com

- **Published 41 stories, slideshows and video posts, with 9,955 page views, 2,115 Facebook impressions, and 12,758 Twitter impressions.**
- **663 weekly newsletter subscribers** as of 4/26.

LVCCD PROJECT

- **Milestones in the LVCCD construction project include the construction of meeting rooms reaching the top floor of the complex, and formation of the first piece of vertical steel for the 600,000 sq. ft. exhibit hall.** Through February, the total labor force employed on the project is over 1,200 construction personnel, with project completion at 13% as of March 1.

PEOPLE AND POSSIBILITIES

Organizational Development:

- **Hired Lori Nelson-Kraft as SVP of Communications and Government Affairs** as of 5/13/19. Lori's 25 years of public relations experience includes almost 15 years as Vice President-Corporate Communications for Station Casinos responsible for the strategic development, implementation, and evaluation of the Company's public relations activities, media and communication relations, and serving as the company spokesperson. Lori previously served as the Associate Director of Public Relations for R&R Partners and as owner of PRceptions Public Relations, a small PR agency in Las Vegas. Lori currently serves on the Las Vegas Events Board of Directors, as Board of Trustee for the Las Vegas Metro Chamber of Commerce, the Board of Directors for Noah's Animal House, and the Domestic Violence Resource Center in Northern Nevada. Lori's extensive experience and strong media relationships bring both internal and external communications and public relations efforts for the LVCVA to the next level.
- **Hired Fletch Brunelle as VP of Marketing** as of 4/8/19. Fletch served in several roles with MGM Resorts from 1992 until he joined us, including Senior VP of Customer Care, Senior VP of Hotel Sales-Marketing and Distribution, and VP of Leisure Sales. Fletch provided strategic leadership and oversight, ensuring attainment of key performance indicators, including: revenue, guest service, operational excellence, and employee satisfaction. As a strategic, execution-focused, marketing-driven, customer service oriented, collaborative "make it happen" leader, Fletch has created environments for successful realization of short and long-range goals. We are excited to add him to the Marketing leadership team.
- **Hired Randy Shingleton as VP of Facility Operations** as of 5/6/19. Randy will oversee Engineering and Client Services for the LVCVA with an extensive operations background including the University of Missouri-Kansas City as the Director of Facility Operations, Director III-Maintenance and Operations for the Clark County School District, and Project Engineer for Kiewit Construction/Reynolds Electrical & Engineering Company. Randy served in the United States Air Force as an Air Force Captain (Orbital Analyst) at Peterson Air Force Base/Cheyenne Mountain. We are excited to welcome Randy back to Las Vegas and look forward to his leadership in increasing efficiency and effectiveness in operations.

- **Hired Caroline Bateman as Legal Counsel** as of 6/10/19 **pending Board approval.** Ms. Bateman is currently employed as the First Assistant Attorney General at the Nevada Office of the Attorney General, where she has been employed since 2015. Prior to that, she was employed as a Deputy District Attorney with Clark County. Caroline is a standout candidate, possessing relevant experience in every key component of the Legal Counsel position, including:
 - Open Meeting and Public records
 - Board and Commission Experience
 - Contracts
 - Government Affairs
 Caroline is a loyal Nevadan and excited about the LVCVA's mission, committed to the growth and success of Southern Nevada. We are excited to welcome her to the LVCVA.

Learning and Development:

- **Kickoff of the implementation of Learning Management System (LMS) software enabling the LVCVA to offer online learning** utilizing coursework contained in the system and allowing the LVCVA to create custom courses. Functionality includes electronic self-scheduling, tracking and reporting.
- **Communicated revised Business Ethics policy to all LVCVA ambassadors** via live training classes.

Diversity and Inclusion:

- **Developed collaborative relationship with other local public entities to discuss diversity and inclusion policies & best practices**, and share thoughts on policy, committees, events & activities, and training & communication.
- **Enhanced diversity recruitment efforts** by utilizing diversityworking.com and workplacediversity.com for all external job advertisements as well as utilizing the Monster Diversity Job Network, which posts to 30 additional diversity sites. Job postings are distributed to and posted by the Asian, Urban, Latin and National Gay Chambers of Commerce.

AUDIT SERVICES

- Issued audit reports for R&R and Cox reviews.
- Completed validation of Voluntary Separation Program payouts.
- **Started transition to operational reviews** with draft of new procedures and implementation of flowcharting software. This will be used for audits and provided to process owners for their use.
- **Completed risk assessment and drafted 2020 audit plan.**

- **Completed work in preparation for peer review**, planning for its completion this year.
- Issued reports for VSP and Payroll audits, completed work on Travel & Entertainment audit, started work on LVE and Centerplate audits.

LEGAL

- **Continued legal assistance with the “off the grid” 704B application and NGR 2.0 tariff energy alternatives.**
- **Continued work on potential sale of Strip property.**
- **Completed the Siegel real property swap transaction.**
- **Completed the Cashman real property transfer documentation** in preparation for the May 10, 2019 transfer.
- Began process to obtain required insurance for Phase Three of the Expansion.

ROSSI RALENKOTTER CONSULTING WORK

- **Attended U.S. Travel Association Board of Directors meeting** in Washington, D.C. **Reported back on USTA industry advocacy efforts.**
- **Assisted with Las Vegas Ballpark opening process.**
- **Assisted with transfer of Cashman Field to City of Las Vegas.**
- **Assisted with analysis of Las Vegas Bowl and in planning for future of the event.**
- Provided concepts that could be included during Las Vegas' hosting of the NFL 2020 Draft.
- Provided ideas with respect to marketing in conjunction with new flights to Las Vegas and near one-stops.

May 14, 2019

Dear Fellow Board Member of the Las Vegas Convention and Visitors Authority:

Southern Nevada's convention and tourism industry generates \$60 billion dollars annually, supports half of the region's total workforce, and hosts a quarter of the country's 250 largest trade shows. It is our paramount responsibility as board members of the Las Vegas Convention and Visitors Authority (LVCVA) to protect this industry which is beyond critical to our economy and our future.

With a billion dollar expansion underway at our Convention Center, which will grow exponentially, the safe, effective, and cost-efficient transportation of conventioners is essential to its success. Now is NOT the time to experiment with an untested, unproven transportation system that will impact our region's MOST IMPORTANT INDUSTRY.

The Request for Proposals that was issued for a people mover included vague guidelines (up to 7 potential stations) and offered no projected budget (Addendum #3 Issued 1/31/19). The proposal evaluation team/process was not transparent and I, for one, was not even contacted for a potential meeting about staff's recommendation until four days before the board meeting which was not sufficient lead time.

I thereafter learned that the second ranked proposal was submitted by a 125-year-old company, Doppelmayr, which has constructed efficient, reliable people mover systems in Las Vegas and boasts 15,000 systems worldwide. *The first ranked proposal currently under consideration is from a 3-year old applicant that to date has completed ZERO functional systems.*

While there is a time and place to support innovation and experimentation, it should NOT be with our most important economic driver. It is our duty to protect this State's convention business, so I am requesting reconsideration of these proposals.

Warmest Regards,



Mayor Carolyn G. Goodman
Member, LVCVA Board of Directors
7/2011 to 5/2015 and 8/2016 to present

Doppelmayr Vs. Boring Company

Considerations for LVCVA People Mover Contractors

Submitted by Mayor Carolyn G. Goodman

May 14, 2019

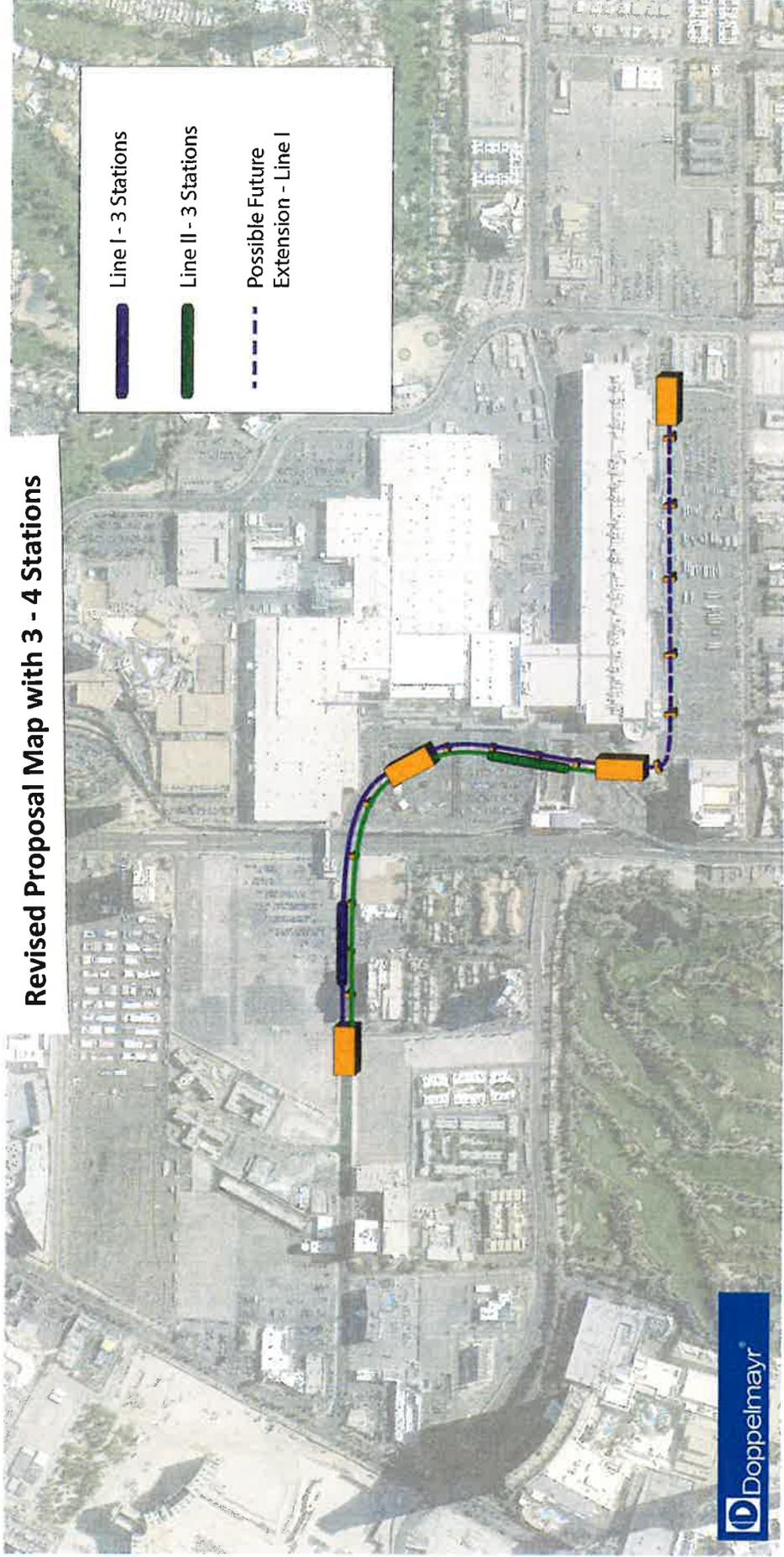
Company	Doppelmayr	Boring
Years Operating	125 years	3 years
Functional Projects Completed Worldwide	15,000	0
Projects Completed in Las Vegas	Mandalay/Luxor/Excalibur & Bellagio/City Center/Park MGM people mover systems	0
Vehicles Proposed	Two 3-car (linked) trains (like those at Bellagio/MGM) on dual trackway constructed simultaneously	Tesla Model X & Model 3 vehicles (multiple going in each direction in two (2) side by side, <i>separate</i> 13.5 foot diameter tunnels
Passengers per Vehicle	168/train	5-16/vehicle
Vehicle Type Required	Trains similar to those already operating in Las Vegas	ONLY Tesla vehicles; Tesla lost \$702 million in first quarter 2019.
Ownership of Vehicles	Owned by LVCVA	Owned by Boring; leased by LVCVA
Stations Proposed	3 - 5 above ground*	3 - 4 underground**
Elevators & Escalators Required	YES	YES
Paid Staff Presence Required at Stations	NO	YES directing passengers safely to vehicles
Underground Fire Suppression System Required	NO	YES (may significantly increase costs upon final approval due to battery fire risks)
Cost Proposed	\$85 million for proposed 3 stations*	\$35 - \$66 million (variable) for proposed 3 - 4 stations
Maintenance Agreement/Cost	\$3.1 - \$4.1 million/year for 3 - 5 stations	\$3.4 - \$5.2 million/year for 3 - 4 stations
Description	Traditional above-ground people mover	Underground lane for express travel akin to HOV lane for Tesla-only vehicles
Risk to LVCVA	LOW	HIGH

*Doppelmayr's original bid was based on direction given in the request for proposals (RFP) that said, "No budget has been established for the campus wide people mover." Doppelmayr has developed a lower cost option based on firmer, proposed considerations (for \$85 million).

**No excavation to date except that done by the contractor for the building expansion

DOPPELMAYR

Revised Proposal Map with 3 - 4 Stations



ABOVE GROUND PROPOSAL

Figure 18 – Design Option 1 Boring Company RFP Option 1 (\$30.4 - 49.5) 3 Stations



Figure 20 – Design Option 2 Boring Company RFP Option 2 (\$33.9 - 66.1) 4 Stations

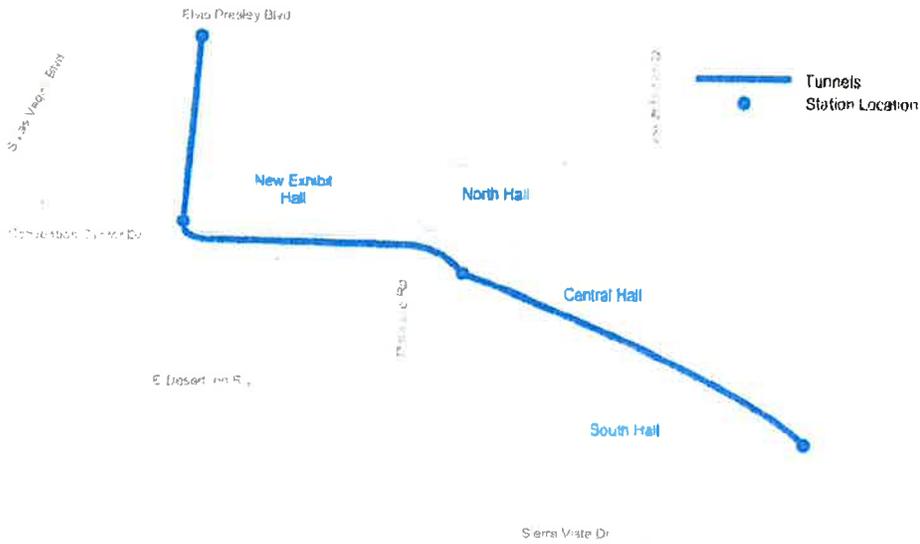
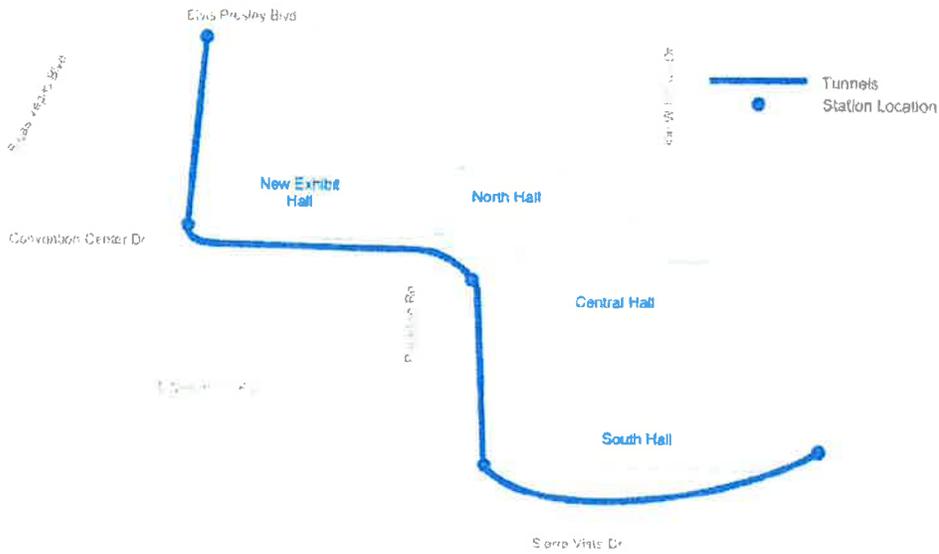


Figure 21 – Design Option 3 Boring Company RFP Option 3 (No Pricing Given) 5 Stations



Las Vegas Convention and Visitors Authority Testimony (previously submitted)

Comments from Mayor Carolyn G. Goodman on March 12, 2019

As Mayor of Las Vegas, I would like to go on record with serious concerns about the proposed contract between the Las Vegas Convention and Visitors Authority (LVCVA) and the Boring Company for underground transportation services at our expanding Convention Center.

Conventions drive the tourism industry in Las Vegas, our single largest industry. It is therefore imperative that the transport of conventioners be handled safely, efficiently, effectively and swiftly. I first addressed the importance of connectivity at the Convention Center four years ago, believing that inter-transportation should be built into the expansion plans with an eye toward best practices in other cities. During early discussions about the expansion, I stressed that moving people about the new, sprawling facility would be paramount. I believed the Board would be presented with options and documented, success stories to consider when selecting this all-important contract.

Therefore, I am now perplexed as to how the RFP for this critical service was issued so quietly and a contract recipient selected without ANY PRIOR BRIEFING to multiple members of this Board. This type of final decision making has come to characterize the decision-making process at LVCVA as of late and is not transparent nor inclusive. The selection and exploration process of any transportation contract must be seriously scrutinized and must include exploration of tested and true, innovative models like those that already exist in Denver, China (Beijing Metro), and South Korea. Fentress Architects, the architects for the Denver Airport (33,531 acres), for example, has designed over 20 terminals, airport city master plans and design competitions, including some of the world's best airport terminals such as Incheon International Airport in Seoul, South Korea. The Denver automated guided transit system, known as the "people mover" in Denver, was based on a successful system at the Atlanta Airport designed by Westinghouse Electric in Pittsburgh and German corporation Adtrand. Let us consider the following:

- 1) How widely was the RFP for this contract distributed? My office received a letter from a company in Brazil that indicated it had not been notified, and I imagine there are others.
- 2) WHY were the evaluations of proposals and recommendations made without inclusive notification to Board members prior to this meeting?
- 3) Has there been any excavation or engineering at the site to prepare for any underground transport system?
- 4) So WHY this company, Boring?
 - A) According to its own web site, The Boring Company indicates construction of an underground loop can cost up to \$1 Billion per mile, and the proposed LVCVA route is 2 miles.
 - B) Boring has ANNOUNCED projects, including one from downtown LA to Dodger Stadium that has yet to be realized.
 - C) Another has been announced from Downtown Chicago to O'Hare Airport, also yet to be realized.
 - D) The Hawthorne City Council authorized an easement on several properties in front of its airport in exchange for Boring paying a \$2.5 million encroachment fee; however, that fee has NOT been paid (staff report receipt of just \$84,000), and the only thing completed is a 1.14 mile TEST tunnel in Hawthorne--NOTHING has been open to the public.
- 5) During a special session in 2014, Tesla, also owned by Elon Musk, owner of The Boring Company, received \$1.3 Billion in tax credits over 20 years with the promise of 22,500 jobs. As of today, there are 7,000 people employed at a battery factory. To fund this, \$70 million of the \$80 million Nevada Film Tax Credit was reallocated without notification in a special session.
- 6) At our own Apex Industrial Park in North Las Vegas, hyper-loop tunnel tests were conducted in 2016 and 2018, but the technology is not operational. Similar test sites in France, China and the United Arab Emirates have not realized success, and that is with significant financial backing.

THE BORING COMPANY DOES NOT HAVE ANY DOCUMENTED SUCCESSES NOR A TRACK RECORD OF ACHIEVEMENT; it is exploratory at best, and now we are considering handing over the reins of our most important industry. WHY?