

Task Force on Funding for Tourism Development

RESEARCH MEMORANDUM NO. 488

REPORT

Required by
1998 Senate
Concurrent
Resolution 88



Legislative Research Commission
Frankfort, Kentucky DECEMBER 1999

**REPORT OF THE TASK FORCE
ON FUNDING FOR
TOURISM DEVELOPMENT**

**DIRECTED BY 1998
SENATE CONCURRENT RESOLUTION 88**

RESEARCH MEMORANDUM NO. 488

Legislative Research Commission
Frankfort, Kentucky
October, 1999

**REPORT OF THE 1998-99
TASK FORCE ON SCR 88
FUNDING FOR TOURISM DEVELOPMENT**

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Senator David Boswell, Co-Chair

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Representative Bob DeWeese
William Hintze
Ruth Hudson
Ruth Hudson
Secretary Ann Latta
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TO: Senator Larry Saunders, President of the Senate
Representative Jody Richards, Speaker of the House
Kentucky Legislative Research Commission

FROM: Senator David Boswell, Co-Chair
Representative Rocky Adkins, Co-Chair
Task Force On Funding For Tourism Development

DATE: October 14, 1999

RE: Report and Recommendations of the Task Force on Funding for Tourism Development to the Legislative Research Commission

Pursuant to 1998 Senate Concurrent Resolution 88, the Task Force on Funding for Tourism Development has completed its study of long-term funding needs and options for tourism in the 21st Century, and respectfully submits its report. At the final meeting, on October 6, 1999, a quorum of the membership of the Task Force approved the final report, including the following recommendations.

The Task Force on Funding for Tourism Development recommends that:

1. The Kentucky General Assembly create a funding mechanism similar to the Missouri plan, which would provide budget increases for tourism marketing based on increased revenues above projected revenues, generated by tourism-related businesses;

2. Any increase in funds generated for marketing tourism appropriated by the Kentucky General Assembly include additional and new revenues for the Regional Matching Funds program;
3. The Kentucky General Assembly appropriate an increase in the Executive Branch budget for tourism marketing for the 2000 biennium;
4. The Kentucky General Assembly amend the current hotel/motel and restaurant tax statutes to promote the collection and allocation of local revenues for the sole purpose of promoting tourism and conventions;
5. The Kentucky General Assembly and the Governor analyze any effects a portion of revenues generated from any new programs might have on the tourism industry, and provide funds for tourism marketing programs from the revenues generated by any new programs;
6. The Kentucky General Assembly amend the current coal severance tax statutes to allow for flexibility in the use of these revenues for tourism-related projects; and
7. The Kentucky General Assembly appropriate additional regional marketing funds, of approximately \$900,000, in the form of a special fund set-aside, to be administered by the Secretary of the Cabinet for Tourism Development. The additional funds should be designated for specific niche marketing efforts that may cross county and regional lines and may involve linking attractions in at least three counties, targeting a specific tourism audience.

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CHAPTER I

**TASK FORCE ON FUNDING FOR
TOURISM DEVELOPMENT**

Introduction

As directed by 1998 Senate Concurrent Resolution 88, the Task Force on Funding for Tourism Development organized in September, 1998, and began its study of marketing and marketing funding of the tourism industry in the Commonwealth. The Task Force was appointed by the Legislative Research Commission and was composed of seventeen members, including: four members of the Kentucky House of Representatives; two members of the Kentucky Senate; one representative of each of the following state agencies: Kentucky Tourism Development Cabinet, the Department of Travel, the Department of Parks, the Kentucky Revenue Cabinet, and the Governor's Office of Policy and Management, and; one representative of each of the following organizations: the Kentucky Tourism Council, the Kentucky Association of Convention & Visitors Bureaus, the Kentucky Hotel/Motel Association, and the Kentucky Restaurant Association, and; two additional at-large members appointed by the Legislative Research Commission from a list of tourism representatives.

JURISDICTION: The Task Force was directed to study the long-term funding needs and options for tourism in the Commonwealth for the 21st Century.

CHAPTER II

TASK FORCE ACTIVITY

Background and Problem Definition

The Task Force held eleven meetings during the 1998-99 interim period. The first three meetings emphasized the important role of tourism in Kentucky and the strategies used by the state to market tourism with available revenues. At the first meeting the co-chairs explained that the General Assembly has, in the last few sessions, made major financial commitments to tourism, especially to the Kentucky park system. The co-chairs recognized the important role the tourism industry plays in promoting the Commonwealth, and they encouraged the Task Force to try to bring new ideas to the meetings to capitalize on the tremendous potential in the tourism industry.

The Secretary of the Tourism Development Cabinet continued this theme, by stating that tourism is Kentucky's third largest industry. She said that tourism spending generated \$7.4 billion in 1997, including more than \$5 billion from out-of-state visitors. She said state tax revenues produced by tourism totaled nearly \$700 million in 1997, and that local tax revenues totaled almost \$29 million.

Despite the important role tourism has in economic development, tourism has been leveling off since 1996, after several years of steady growth. The Secretary gave possible explanations for this slowdown: the parks renovation program, lack of new or improved attractions, increased competition from other states, and the Commonwealth's inability to match advertising dollars of other states. She said that privately owned attractions such as Kings Island; Gatlinburg; Dollywood; Opryland; Branson, Missouri; and casinos in neighboring states not only attract travelers away from Kentucky, but have multi-million dollar advertising budgets that complement their state marketing allocations. Kentucky does not have the level of private attractions of these states. Four of the five top attractions in Kentucky are operated by federal or state agencies. The federal park system has no advertising budget, putting even greater demands on the limited state marketing budget.

Government Programs Addressing Tourism Marketing

At the second and third meetings, the Task Force members learned of the state's efforts to market tourism. The Commissioner of the Department of Travel gave a presentation on the Department's marketing mission and research in the area of marketing. He said their mandate is to market all of Kentucky as a destination for leisure travel.

A representative of the advertising agency of record for the Department of Travel demonstrated specific promotions used in magazines, and on radio and television. She said

the objective of the Department is to generate interest in vacationing in Kentucky, and added that the greatest obstacle the Department encounters is tourists' low awareness of Kentucky's attractions.

The Deputy Commissioner gave an executive summary of consumer research done in Spring of 1998. She reported the Department's findings that Kentucky is usually a getaway location for tourists taking trips of two or three days' duration. The primary activities of those who visited were touring and sightseeing, visiting family and friends, and shopping. When asked what Kentucky could do to get the respondent to visit here, the most frequent response was "send information", followed by "offer special package deals." Based on this research, the Department has produced a travelers' book geared to shorter trips to regional locations throughout the state.

Additionally, the Research Manager explained the Department's method of tracking its advertising to see if it is effective, and noted the increased use of its Internet site as a resource used frequently by those seeking initial information about Kentucky attractions.

Other promotional strategies were described at the third meeting in December, 1998. The Manager of the Matching Funds Program explained the use of these state funds to assist local and regional nonprofit tourism organizations in promoting local attractions and events. The General Assembly has allocated \$800,000 for each year of the biennium, which is less than the \$900,000 allocated in fiscal year 1990-91, nearly ten years ago. Funding is expended on media advertisements and the production of local and regional tourism publications. Two-thirds of the funds are distributed to nine tourism marketing regions, and, during 1998, \$240,000 was distributed to over 120 local tourism organizations to match their marketing efforts.

Representatives of seven recipients of the matching funds program described their local tourism attraction efforts, the value of the matching funds program, and the difficulty they have in raising money. These seven, and the Matching Funds Manager, expressed a need for additional matching funds, especially to small and rural communities with very limited resources.

Continuing the mission of educating the Task Force about available funds for marketing local tourism attractions, LRC staff gave a description of the statutes related to the hotel/motel tax, which fund the convention and visitors bureaus. Approximately 44 cities levy this tax. Staff described a number of other permissive taxing statutes, including those for convention facilities, and a restaurant tax for cities of the fourth and fifth class.

The Chairman of the Kentucky Association of Convention and Visitors Bureaus and the Executive Director of the Hotel/Motel Association discussed the role of the convention and visitors bureaus in promoting economic development through tourism. The speakers noted the importance of using the transient room tax for its intended use, namely promotion of tourist and convention activities. They identified occasions when

they believe appointments to the local tourist and convention commissions were made without following statutory guidelines, and tax revenues were used for other than their intended purposes.

Concluding an initial educational phase, the LRC budget analyst reviewed the Cabinet budget, and two LRC economists explained how travel might be defined and measured as an economic development tool. LRC's budget analyst provided a review of the Cabinet's revenue sources and promotion and its advertising budget. He said that nearly 70% of the Cabinet's budget was funded through restricted funds, and this percentage had actually increased over time from 50%, with between 50% and 60% of the budget now dedicated to the Department of Parks. While the funds earmarked for direct advertising by the Department of Travel now approach \$2.6 million, the Cabinet's total budget for promotion and advertising totals nearly \$5.4 million. This amount includes the Matching Funds Program, publications and brochures, the State Fair, the Farm Machinery Show, the North American International Livestock Expedition, and sales and public relations.

Other State Funding Programs and Expert Observations

At the next four meetings the Task Force concentrated on studying other state marketing programs and budgets and comparing those to Kentucky Tourism Development Cabinet's budget sources.

The Policy Specialist of the Economic and Cultural Resources Program and Fiscal Affairs Program, of the National Conference of State Legislatures (NCSL), gave a summary of states' funding mechanisms for their tourism departments. She defined states' funding sources as: 1) all general fund appropriations; 2) state lodging taxes; and 3) state tourism taxes other than lodging tax, which include car rental, restaurant, admissions, recreational, and lottery taxes. She discussed the advantages and outlined disadvantages of each method, and suggested several state approaches that the Task Force might want to review.

From the suggested list of states' funding approaches, the Task Force reviewed a number and invited several state representatives to present their approaches to the Task Force. The Deputy Director of the Missouri Division of Tourism explained Missouri's House Bill 188, which bases tourism revenues on the growth of taxation in seventeen types of businesses (defined under seventeen SIC codes). This funding approach, called performance-based, requires the tourism budget to receive one-half of any revenues above 3% growth in revenues through a supplemental revenue fund, with a cap of \$3 million each year. The Missouri law reduces the general fund base as the revenues from the supplemental fund grow.

The Deputy Director of the Missouri Division of Tourism said that Missouri had been struggling for several years to find an adequate mechanism for funding tourism, and that the state's emphasis on education reform had added an even greater strain to the

Tourism Division's budget. Legislators had considered a new tourism tax but the industry was opposed to a new tax. The success of their current system is due to an approach that requires no new tax, allows regular increases in the tourism budget, and benefits from industry-wide support and promotion before the legislature.

The Senior Director of Marketing, South Carolina Department of Parks, Recreation, and Tourism, gave a presentation discussing the state's 5% admissions tax to support tourism activities. Admissions tax on recreation and entertainment events generated \$23 million for their Department. Of that amount, 41% is generated from golf. He emphasized the large role golf plays in revenue generation and the negative impact of catastrophic weather on or near the coast. He also warned that a reduction in general funds too quickly or unfunded mandates would easily eliminate any benefit of an earmarked tax.

Another funding model, which differed from the previous two, was presented by the President and CEO of VISIT FLORIDA. He presented the private-public partnership between the Florida Commission on Tourism and the State. The Florida Commission on Tourism is a private sector board of 28 members appointed and chaired by the Governor. VISIT FLORIDA is a direct service company for the Commission and promotes tourism in the state. The Commission will get \$22 million from the state this year, which is generated by 15.75% of a \$2 surcharge on car rentals. Over time, the private sector is expected to match the state contribution.

The Public Affairs Coordinator of the Arkansas Game and Fish Commission described to the Task Force Arkansas' struggle to deal with shortfalls in their budgets. In 1990, Arkansas passed a 2% statewide tourism tax on hotels, motels, marina rentals, and attractions, which generates \$7 million each year and is primarily used for promoting attractions in the state. He explained that statewide public hearings were used to gain citizen input and support for funding of their programs, especially the Game and Fish Commission and the Department of Parks. This led, in 1996, to the passage of a constitutional amendment adding one-eighth of one cent sales tax, which generates \$34 million each year. These revenues are allocated to four state tourism-related agencies.

All of the state approaches reviewed by the Task Force included one or more of the following factors: interest by a governor in reorganizing state government; budget shortfalls and struggles to maintain adequate marketing and tourism funding; an active role by the tourism industry in creating the new funding mechanism and; an alternative funding source to the regular general fund allocation.

The Task Force members favored the Missouri funding approach, as it did not require the enactment of new tax revenues, but rather an alternative distribution of future revenues. Upon the request of the co-chair, the Secretary of Revenue and her staff provided a hypothetical example of how the Missouri Plan might look if enacted in Kentucky.

The Task Force also learned how private advertising efforts could generate supplemental funds for advertising budgets. The Director of Marketing at Six Flags Kentucky Kingdom and the President and CEO of the State Fair and Exposition Center spoke on gaining sponsorships for events as an alternative means to fund marketing efforts.

In May, the Task Force joined the Tourism Development Symposium in Owensboro to participate in its annual educational symposium. The Task Force conducted its own meeting, and heard from the Senior Vice President of Economic Research Associates about what conditions are necessary to have a successful tourism destination. He cautioned that not all projects are equally worthy of support. He showed how the product, marketing, hospitality, service, infrastructure, organizational capacity, funding, and available market all must be present to have a successful tourism destination attraction.

In addition to these areas of exploration, the Task Force took one meeting to look at the role golf courses and related area attractions might play in attracting tourists to the state.

The President of Golf Travel Information Network, specializing in golf travel marketing and golf guide publishing, described the development of several major golf trails in the South. She said that the three key factors to successful golf destinations are price, weather, and location. She believed that Kentucky could succeed in all three of these areas. She emphasized the role of well-planned, quality golf courses and a sufficient advertising budget.

The Vice-President of West Kentucky Corporation spoke about the Corporation's aggressive marketing campaign for golf courses and emphasized its development of an Internet site. Funding for its efforts include private contributions from golf courses and assistance from Western Kentucky University. She estimated that to promote 74 courses it would cost a minimum of \$300,000. The President of RRA Incorporated added that the state should package its products along the lines of theme destinations, such as civil war heritage and pioneer heritage trails, country music, horses, and bourbon, as well as golf themes.

Task Force Member Comments and Suggestions

Throughout the initial phase of the Task Force's work, members made several suggestions. Related to the issue of contract promotions, some members suggested that new marketing strategies be introduced to target tourists to specific sites rather than relying on general Kentucky images. Ideas included promoting theme approaches, such as antiquing trips and civil war corridors.

Related to the research and return rate of visitors back to the state, some members suggested that there be direct mail or follow-up marketing to tourists who have visited in

the past. One member suggested that the Department use state parks' databases in its efforts to secure repeat business.

The need to develop more viable attractions was mentioned on occasion. The co-chair suggested developing marketing strategies for promoting Kentucky golf courses, especially new golf courses that are being developed, perhaps with a theme linking them. He also mentioned the broader use of coal severance tax funds to include more tourism related development. Other members suggested allowing private, as well as public, golf courses to join in the state's promotional efforts.

The last three meetings of the Task Force were dedicated to discussion by the members on what themes and recommendations they could present to the General Assembly. At the first meeting approximately fifteen suggestions were summarized, which included ideas that had been recommended throughout the past interim. The co-chair appointed a working group to further refine the suggestions and advise the Task Force on their recommendations.

A representative of the working group presented its proposals at the September meeting. He said the working group recommends that some form of the Missouri plan be considered, as it is the most palatable legislative proposal. Such a proposal would provide budget increases based on the increase in tourism spending in the previous biennium. The basic components of the proposal would include:

- The selection of tourism-oriented businesses by tax code, as identified by the Revenue Cabinet;
- A calculation by the Revenue Cabinet of revenues generated, adjusting restaurant revenues to approximately 25%;
- A projection of normal growth for these revenues; and
- A calculation of the percentage of increase above normal growth in tourism related sales tax, with a suggested cap of 2% of the dollar increase.

The percentage increase above normal growth in tourism-related sales taxes would be presented to the Governor and the General Assembly as a recommendation that this increase be added to the current budget in the next biennium.

The working group also proposed that some percentage of the increase suggested in its first recommendation be applied to the regional Matching Funds Program budget.

Further, the working group suggested that the Task Force recommend an increase in the 2000-2002 fiscal year budget for advertising, so that the programs do not fall further behind other states, and that public/private partnerships be explored.

Finally, the working group suggested that the final report include a statement recommending that a portion of the revenues generated from new programs be analyzed to

determine how they might impact the tourism industry, or provide new means of funding marketing programs.

A second presentation from a representative of the working group and the Executive Director of the Hotel/Motel Association dealt with suggestions that were discussed at an earlier meeting. These had to do with possible amendments to the current hotel/motel and restaurant taxation statutes. Based on a discussion of the use of these revenues for local programs other than promoting tourism, the following suggestions were made:

- Create a prohibition against co-mingling hotel/motel tax revenues with other local revenues;
- Limit the issuing of checks and authorizing expenditures solely to local tourist and convention commissions;
- Charge interest to and impose penalties upon firms who do not pay their taxes in a timely manner;
- Require the remittance of tax on a specific periodic basis;
- Add a penalty clause to the enabling legislation which includes the withdrawal of state government funds allocated to local governments, such as highway funds and economic development grants;
- Give the Kentucky Restaurant Association and the Kentucky Hotel/Motel Association authority to bring a private cause of action to ensure enforcement of the law;
- Amend various sections of KRS Chapter 91A to eliminate the use of funds for athletic stadiums and to delete references to limiting contracting with such firms as "advertising firms, chambers of commerce, publishers and printers";
- Prohibit the expenditure of funds on parks and recreation, except for those cities that were approved prior to 1990;
- Prohibit the creation of more than one tourism commission in the same political subdivision;
- Clarify that restaurant taxes are special levies which can only be used for promoting tourism and conventions; and
- Require that a minimum number of hotel/motel rooms be located in an area before a tourism commission can be created.

CHAPTER III

TASK FORCE RECOMMENDED ACTION

At the final meeting on October 6, 1999, of the Task Force on Funding for Tourism Development, a quorum of the membership approved a draft report to be reported to the Legislative Research Commission. As part of this final report the Task Force included the following recommendations, without regard to priority of one over another.

The Task Force on Funding for Tourism Development recommends that:

1. The Kentucky General Assembly create a funding mechanism similar to the Missouri plan, which would provide budget increases for tourism marketing based on increased revenues above projected revenues, generated by tourism-related businesses;
2. Any increase in funds generated for marketing tourism appropriated by the Kentucky General Assembly include additional and new revenues for the Regional Matching Funds program;
3. The Kentucky General Assembly appropriate an increase in the Executive Branch budget for tourism marketing for the 2000 biennium;
4. The Kentucky General Assembly amend the current hotel/motel and restaurant tax statutes to promote the collection and allocation of local revenues for the sole purpose of promoting tourism and conventions;
5. The Kentucky General Assembly and the Governor analyze any effects a portion of revenues generated from any new programs might have on the tourism industry, and provide funds for tourism marketing programs from the revenues generated by any new programs;
6. The Kentucky General Assembly amend the current coal severance tax statutes to allow for flexibility in the use of these revenues for tourism-related projects; and
7. The Kentucky General Assembly appropriate additional regional marketing funds, of approximately \$900,000, in the form of a special fund set-aside, to be administered by the Secretary of the Cabinet for Tourism Development. The additional funds should be designated for specific niche marketing efforts that may cross county and regional lines and may involve linking attractions in at least three counties, targeting a specific tourism audience.

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APPENDIX 1

**1998 REGULAR SESSION SENATE
CONCURRENT RESOLUTION NO. 88**

98 RS SCR 88/GA



**GENERAL ASSEMBLY
COMMONWEALTH OF KENTUCKY**

1998 REGULAR SESSION

SENATE CONCURRENT RESOLUTION NO. 88

FRIDAY, FEBRUARY 27, 1998

The following concurrent resolution was reported to the House from the Senate and ordered to be printed.

A CONCURRENT RESOLUTION creating a Task Force on *Funding for Tourism Development*.

WHEREAS, *tourism creates jobs and revenue in every county in Kentucky and is the state's third largest industry, with an annual economic impact of \$7.2 billion, and*

WHEREAS, *144,000 Kentuckians are employed in the tourism industry, in such diversified businesses as hotels, motels, restaurants, car rental firms, groceries, antique stores, service stations, retail shops, airlines, museums, parks, and more, and*

WHEREAS, *tourism generates \$660 million in taxes into the state treasury each year, helping to support other programs, such as education, highways and social services, and an additional \$123 million in taxes is contributed to local governments through tourism each year; and*

WHEREAS, *Kentucky is blessed with natural and man-made attractions that appeal to citizens and visitors alike, and the potential is great for increasing the state's share of the tourism market; and*

WHEREAS, *tourism expenditures in Kentucky have actually decreased, in spite of this potential, by 2.3% in 1996 after adjustment for inflation, due to a combination of factors, including increased competition from other states, both in new attractions and larger advertising and promotion budgets; and*

WHEREAS, *advertising and promoting Kentucky for tourism directly impacts tourism spending and resultant state and local tax revenues, and Kentucky's budgeted advertising dollars have not kept pace with surrounding states, and Kentucky is unable to adequately promote the state as a desirable tourism destination; and*

WHEREAS, *the Kentucky Tourism master Plan for Strategic Development, adopted in 1995, calls for research and study into tourism funding approaches, including an analysis of methods used by other states,*

NOW, THEREFORE,

Be it resolved by the Senate of the General Assembly of the Commonwealth of

Kentucky, the House of Representatives concurring therein:

1 Section 1. The Legislative Research Commission is directed to appoint a Task
2 Force on Tourism Funding to study for the Commonwealth, the long-term funding needs
3 and options for tourism in the 21st Century.

4 Section 2. The task force shall be composed of not more than 17 members and shall
5 include four (4) members of the Kentucky House of Representatives, two (2) members of
6 the Kentucky Senate, a representative of the Kentucky Tourism Development Cabinet, a
7 representative of the Department of Travel, a representative of the Department of Parks, a
8 representative of the Kentucky Revenue Cabinet, a representative of the Governor's Office
9 of Policy and Management, a representative of the Kentucky Tourism Council, a
10 representative of the Kentucky Association of Convention & Visitors Bureaus, a
11 representative of the Kentucky Hotel Motel Association, a representative of the Kentucky
12 Restaurant Association, a representative from the Department of Parks, and two (2)
13 additional at-large members appointed by the Legislative Research Commission from a list
14 of tourism representatives as may be identified by the Tourism Development Cabinet and
15 the Kentucky Tourism Council. Co-chairs, one senator and one representative, shall be
16 appointed by the Legislative Research Commission and shall be selected from the
17 legislative members of the task force.

18 Section 3. The findings of the task force shall be presented to the Legislative
19 Research Commission no later than October 1, 1999. Proposed legislation may be
20 submitted to the 2000 Regular Session of the Kentucky General Assembly.

21 Section 4. Staff services shall be utilized in completing this study are estimated to
22 cost \$30,000. These staff services shall be provided from the regular Legislative Research
23 Commission budget and are subject to the limitations and other research responsibilities of
24 the Commission.

APPENDIX 2

JULY 1, 1998 MEMORANDUM APPOINTMENTS TO THE TASK FORCE ON FUNDING FOR TOURISM DEVELOPMENT (SCR 88)

(NOTE: Senator Katie Stine Replaced Senator Charlie Borders beginning at the February 3, 1999, meeting)

SENATE MEMBERS

Walter Blevins, Jr.
President Pro Tem
David K. Karem
Majority Floor Leader
Dan Kelly
Minority Floor Leader
Nick Kafoglis
Majority Caucus Chairman
Richard L. "Dick" Roeding
Minority Caucus Chairman
Fred Bradley
Majority Whip
Elizabeth Tori
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Larry Saunders, Senate President
Jody Richards, House Speaker
Chairmen
Don Cetruolo
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HOUSE MEMBERS

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Gregory D. Stumbo
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Danny R. Ford
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Jim Callahan
Majority Caucus Chairman
Stan Cave
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Joe Barrows
Majority Whip
Woody Allen
Minority Whip

MEMORANDUM

TO: Legislative Research Commission

FROM: Senator Larry Saunders, President of the Senate *LS*
Representative Jody Richards, Speaker of the House *JR*

DATE: July 1, 1998

SUBJECT: Appointments to the Task Force for Tourism Development (SCR 88)

The following appointments to the Task Force for Tourism Development created by 1998 SCR 88 are submitted for your approval:

Rep. Rocky Adkins, Co-Chair	Sen. David Boswell, Co-Chair
Rep. Bob Deweese	Sen. Charlie Borders
Rep. Ruth Ann Palumbo	
Rep. Jody Richards	

Ann Latta, Sect. Tourism Development Cabinet
Bob Stewart, Commissioner Department of Travel
Kenny Rapiere, Department of Parks
Sarah Schaaf, Sect. Revenue Cabinet
Bill Hintze, Dep. Director GOPM
Ron Scott, Tourism Council
Ruth Hudson, Elizabethtown, Association of Convention & Visitors Bureaus
Jim Willman, Drawbridge Inn, Hotel Motel Association
Lynn Winter, Lynn's Paradise Cafe, Louisville, Restaurant Association
David Towell, Andrews Rest., Bowling Green, at-large member (list from Tourism Cabinet & Ky. Tourism Council)
Mike Miller, Marshall Co. Judge/Ex., at-large member (list from Tourism Cabinet & Ky. Tourism Council)