

# 2018 Special Event Partnership Funding Application Explanations

This document provides general direction, clarifies specific application questions and reviews the information to include in the required supplemental documents.

## **General Definitions**

The following definitions pertain specifically to the Partnership Funding Program with the objective of improving consistency among submissions.

**Spectator/Fan:** Someone who primarily attends an event as an onlooker or observer, to experience an event's activities or offerings, to be entertained, to support a cause or for social interaction. Spectators can be a part of an audience watching a performance or competition, or they can be more actively involved by experiencing activities.

**Participant:** Someone who attends the event principally as a competitor, sponsor, vendor/exhibitor, support crew/team, entertainer/performer, volunteer, official, media or support staff. Examples include (but are not limited to): a competitor in a triathlon, a driver in an off-road race, TV broadcast production crew, exhibitors or vendors at a festival, the owner of a classic car displaying his vehicle, volunteers at a golf tournament, or registered media at an air race.

**Unique Individual (Attendee):** When estimating attendance that represents unique individuals, a person is counted one time only, regardless of how many activities, venues or days they attended over the course of the event. Unique individual estimates are utilized when determining the economic impact of an event.

**Total Attendance:** Generally, attendance figures provided by events represent total attendance, not unique individuals. Total attendance is the total compilation of head counts for all venues and/or activities over the duration of the event and presumably means that unique individuals were counted multiple times if they attended multiple activities or days within the event's scheduled offerings. Because "total attendance" does not indicate "unique individuals", it is not used to estimate economic impact.

**Room Night:** A guestroom multiplied by the number of nights it is occupied (1 room x 3-night stay = 3 room nights).

**Paid Room:** The lodging property received monetary compensation for a room related to an event, whether paid for by the event organizer, spectators or participants. The RSCVA is funded by room taxes generated when paid rooms are utilized in Washoe County.

**Complimentary Room:** The room was provided at no charge to the guest by the lodging property. For example, an event might receive complimentary rooms from a hotel in exchange for being named a sponsor. Washoe County room tax is not collected for complimentary rooms.

**Reno-Sparks Convention & Visitors Authority** 

**In-Market:** <u>Less than a 100-mile</u> radius of Reno. Communities include, but are not limited to: the Reno/Sparks metropolitan area, Carson City, Minden/Gardnerville, the Lake Tahoe Basin/Truckee, Fernley, Fallon, and Yerington. In-market spectators and attendees may have a lower propensity to utilize overnight accommodations in Washoe County.

**Out-of-Market:** <u>More than a 100-mile</u> radius of Reno. Spectators and participants that reside more than 100-miles from Reno may have a greater propensity to utilize overnight lodging in Washoe County. Auburn and Sacramento would be considered out-of-market.

**Washoe County:** Communities include Reno, Sparks, Incline Village, Crystal Bay, Verdi, Gerlach, Cold Springs, Empire, Golden Valley, Lemmon Valley, Mogul, Nixon, Spanish Springs, Sun Valley, and Wadsworth. <u>Communities in Washoe County (Zip Code Map)</u>

### Online Application - Section 2 Event Overview

Partnership Funding is for annual special events. Events that intend to take place for a single year only (one time) will not qualify for funding consideration. In addition, events should not have a "term" limit regarding the number of years it can/or will be held in the destination. Events should have a spectator component (ie: open to the public).

**Q2.1:** Identify the category that best describes the event, based on the following definitions:

**Emerging Event** - An event that has been in existence for zero-five (0-5) years in the destination. This includes new events that are off-shoots of existing events, but will occur (and are marketed) separately from the original event.

**Established Event** - An event that has been in existence in the destination for six (6) or more years.

**Legacy Event** - An event that has been in existence in the destination for more than 10 years, **AND** generates <u>either</u>: 5,000 or more room nights <u>or</u> \$250,000 in quantifiable out-of-area marketing exposure for the destination (a PR equivalency report must be provided to substantiate).

**Q2.7:** This queries whether an event plans to implement marketing and/or promotional efforts to generate spectator attendance. If an event does not intend promote to spectators, provide an explanation within the allocated character limit. Also, indicate whether marketing and promotional efforts will primarily be targeted towards generating participants (ie: competitors).

### Online Application - Section 3 Financial

Only the principal producing entity of a specific special event can apply for funding consideration. Likewise, only one organization will be considered for funding on behalf an event. Venues will not qualify for consideration even if their intent is to provide supplemental marketing support for one or more events taking place at their facility. However, if a venue is the producing/accountable entity of a specific event, they may apply for funding consideration.

The RSCVA should not be the sole/primary revenue source for an event, nor should an event be dependent upon receipt of funding to take place. Events should be financially viable without RSCVA partnership funding.

**Q3.1:** The dollar amount of an event's funding request <u>cannot</u> exceed 25% of an event's overall cash operating budget.

The following items cannot be included in the event's budget to determine the 25% benchmark:

- The RSCVA funding request
- In-kind goods or services provided by sponsors or partners

Because receiving RSCVA Partnership Funding is not guaranteed, nor is a specific award amount, it cannot be factored into the event's overall cash operating to determine the 25% benchmark. The RSCVA should not be the sole/primary revenue source for an event, nor should an event be dependent upon receipt of funding to occur. The event should be financially viable without RSCVA partnership funding.

The value of in-kind goods or services provided by sponsors and partners can be subjective and therefore should not be included in the cash operating budget when determining the 25% funding request cap.

The requested funding amount should reasonably equate to the marketing, advertising and promotional initiatives that the event wishes to implement with receipt of funding because funding is not to be used towards operational expenses.

**Q3.2:** Provide a brief overview of how the requested amount of Partnership Funding would be utilized. Include marketing and promotional efforts that could be initiated with funding that would <u>not</u> be possible without funding. In other words, explain how funding makes a difference. Response is limited to 2000 characters as this is a summary statement only. Details should be provided in event's supplemental documents detailing the "Itemized Marketing and Promotional Initiatives (Utilizing the RSCVA Funding Request)."

**Q3.4:** If event does not receive a funding award, or receives less than their requested amount, summarize how (or if) specific programs would be reduced or eliminated. Response is limited to 1000 characters.

**Q3.6:** If event currently receives, or expects to receive, assistance from other **Nevada public sector** organizations, please identify them. Assistance can be in the form of a cash award or in-kind services. Public sector organizations include: City of Reno, City of Sparks (aka TourMark), Incline Village/Crystal Bay Visitors Bureau (or the North Lake Tahoe Resort Association), Nevada Arts Council, Nevada Commission on Tourism (aka Travel Nevada), Reno Arts & Culture Commission or Washoe County. Do not include assistance from national or international public sector funding sources, or corporate and private funding sources. If an event does not receive/seek assistance from other Nevada government funding sources, enter "*none*" in the response field.

### Online Application - Section 4 Marketing, Advertising, Public Relations

Refer to the Page 2 for the definitions of "in-market" and "out-of-market" as it pertains to Partnership Funding.

Partnership Funding is a marketing opportunity that provides financial resources that enables an event to broaden their advertising and promotional efforts that otherwise would not be possible. The event should currently promote, or desire to promote, to potential out-of-market visitors (spectators and/or participants) as the essential goal of the program is to generate room nights for Washoe County lodging entities.

Public Relations Equivalency (a.k.a. Advertising Value Equivalency) measures the media coverage generated

from a public relations campaign and is commonly tracked by a third-party. It measures the size of the coverage gained, its placement, and calculates what an equivalent amount of advertising space, if paid for, would cost. By tracking PR Equivalency, an event can demonstrate their ability to generate out-of-market awareness even if their out-of-market advertising budget is minimal or non-existent.

**Q4.1** and **Q4.2**: These questions relate specifically to planned paid advertising, both in-market and out-ofmarket. <u>**Do not**</u> include your anticipated RSCVA funding award in these budget numbers since a funding award is not guaranteed. The dollar amount provided in both questions should be reflected in the event's supplemental document entitled "Marketing Plan (WITHOUT Receipt of Funding Award)."

**Q4.3:** This question is optional and should **only** be answered if the event utilized a tracking service for their out-of-market public relations efforts and can provide a PR Equivalency Report with their submission. If an event is not providing an Out-of-Market PR Equivalency value, enter "n/a" in the response box.

### Online Application - Section 5 Broadcast Opportunities (TV or Webcast)

In some situations, a made-for-television show or webcast may be produced specifically in conjunction with an event. Television broadcasts and webcasts are beneficial because they introduce the destination to new markets and audiences, or reinforce destination awareness in traditional markets.

The following circumstances would not be considered a Broadcast Opportunity and therefore should not be included in this section:

- Purchasing TV or radio advertising
- Receiving incidental public relations coverage such as a mention in a newscast

If an event does not have a TV broadcast or webcast affiliated with their event, answer Q5.1, and the online application will automatically skip to Q5.8. Only events that answer "Yes" to Q5.1, will see follow-up questions Q5.2-Q5.7 on their online application.

**Q5.4:** Provide information about the potential reach of the broadcast or webcast. The hypothetical influence of a television broadcast can be assessed by the potential household distribution. However, actual ratings provide a more accurate analysis of viewership and are preferred, if available. Regarding a webcast, analytics can be provided, including unique viewers on PCs, tablets and smart phones.

**Q5.5-Q5.7:** These questions refer to specific RSCVA messaging opportunities during the webcast or TV broadcast that might be available (at no charge to the RSCVA) as a sponsorship amenity. Examples include:

- The RSCVA can create a vignette promoting the destination
- The RSCVA can receive complimentary :30sec commercial spots
- The RSCVA can provide destination B-Roll footage that will be incorporated within the broadcast
- The RSCVA logo is featured on opening/closing billboards of the broadcast
- An RSCVA spokesperson is featured in an interview
- An RSCVA banner or logo is strategically placed within camera-view

**Q5.8:** All applicants must respond to this question. A media partner provides advertising, publicity, promotions, broadcast services, value ads or general awareness-building to promote and publicize the event. A media partner has distinct interest in the success of the event and is not simply selling services/advertising. Media partners might receive recognition as an event sponsor. Applicants should identify each media partner, then indicate whether that partner's primary audience is "local" or "out-of-area". To add additional media partners, clicking on the "+" sign on the right-hand margin.

### Online Application - Section 6 Lodging Partners

The RSCVA is funded by occupancy taxes generated when paid rooms are utilized at Washoe County lodging properties (see page 2 for a list of communities within the County). RSCVA Partnership Funding stipulates that partnerships must be secured with at least TWO Washoe County lodging entities for events. If an event is requesting less than \$1,000 of funding however, only one Washoe County lodging partner is required.

Partnerships can be in various forms: cash/in-kind sponsorship, room block, discounted room rate promoted to spectators or participants, venue location or marketing/promotional assistance. Lodging partners should be acknowledged on the event's website as a sponsor or event affiliate.

### Online Application - Section 7 Attendance

Refer to Page 1-2 for the definition of Spectator, Participant, Unique Attendee, Total Attendance, In-Market and Out-of-Market. If 2018 will be the first time that the event takes place in the destination, answer "no" to the prerequisite question, and the application will automatically skip to Q7.7.

The event should be open to the public (spectators) and promote to spectators and/or participants. It should not require the public (spectators) to purchase a membership, conference registration or annual dues to spectate. Spectator admission charges are acceptable for gated events.

Event attendance can signify economic, social and infrastructural impact. Non-gated, multi-day, multi-venue events may find it especially challenging to determine attendance figures. Suggested estimation methods (perhaps in combination) include: ticket scans, gate receipts, clicker counts, aerial photographs, participant registration, seating capacity versus unoccupied seats, city police crowd estimates, vendor feedback, parking revenue/parking capacity, informal onsite spectator surveys, post-event participant surveys, or commissioning a 3<sup>rd</sup> party formal survey.

**Spectators versus participants:** Event attendance is often associated with spectators or fans. However, events may have a considerable number of participants that also impacts attendance, such as competitors, sponsors, vendors/exhibitors, support crew/teams, registered attendees, officials, volunteers, support staff or entertainers. Distinguishing attendance between spectators and participants can provide a better understanding of the event's potential impact to overnight lodging and economic impact.

**Differentiating between total attendance and unique attendees:** Attendance is one of the most fundamental measurements of an event but is often misinterpreted. To accurately assess destination impact, it is important to establish whether figures represent total overall attendance or unique individuals.

 For example, if a three-day festival reports total attendance as 50,000, it can be incorrectly interpreted to mean that 50,000 <u>unique</u> individuals came to the event, thus inflating the impact to lodging, local economy, infrastructure and community. However, assuming attendees typically participate in multiple days or activities within an event, although total attendance was 50,000, it may actually represent 12,000 unique individuals.

There are circumstances, however, in which total event attendance may also represent unique individuals.

• For example, a one-day, single-venue, ticketed event can rationalize that each ticket surrendered represents one unique individual, which also happens to represent total attendance. Events with registered participants can also determine the number of unique individuals represented by the completed registration forms.

**Q7.1** and **Q7.7**: Provide 2017 attendance estimates and 2018 projected attendance specific to spectators. The event should identify whether the figures represent unique individuals or total attendance.

**Q7.2** and **Q7.8**: Provide an estimate of the <u>unique</u> participants for the 2017 event, as well as a projection for the 2018 event.

**Q7.3** and **Q7.9**: Provide a *reasonable* explanation of how attendance was determined and reference (or attach) any information source that is relevant in support of that estimate. A simple mathematical explanation of how the figures were determined can be helpful.

**Q7.4-Q7.6:** Specific to the 2017 event, estimate the percentage of spectators, as well as participants, who were from out-of-market. Applicants should provide a *reasonable* explanation of how figures were determined and may reference (or attach) any information source that is relevant to support the estimates.

### Online Application - Section 8 Room Nights

Refer to Page 1-2 for definitions of: Washoe County, Paid Room, and Complimentary Room. If 2018 will be the first time that the event takes place in the destination, answer "no" to the prerequisite question, and the online application will automatically skip to Q8.4.

The RSCVA acknowledges the difficulty in substantiating room nights since there are numerous reservation (booking) methods available to overnight visitors (online, call-in, mobile app, travel agent, etc.), as well as a variety of motivating reasons to visit the destination. Events that have a room block or special booking code can request a utilization report from their lodging partner. For events that do not have room blocks or special booking codes, suggestions for estimating room nights (perhaps in combination) include: include lodging information from participants and vendors on registration forms, feedback from lodging partners, informal onsite surveys, follow-up surveys to attendees or commission a formal survey.

**Q8.1** and **Q8.4**: Provide a *reasonable* estimate of Washoe County room nights generated in 2017, and room nights anticipated in 2018, as a <u>direct</u> result of the event. Rooms utilized should include spectators/fans, as well as participants (competitors, sponsors, vendors, support crew/teams, volunteers, officials, support staff, performers, media pool, etc.). Estimates should be differentiated by paid room nights and complimentary room nights.

**Q8.2** and **Q8.5**: Provide a *reasonable* explanation of how room night estimates were calculated and attach or reference any information source that is relevant. Documentation from lodging partners verifying room night utilization is not required. However, if information exists that can corroborate your figures, it would be beneficial to include them. Having credible 2017 room night estimates will also be helpful to events when projecting 2018 room nights.

### Required Supplemental Documents

To be evaluated for possible a funding recommendation, attach the following documents with the online submission.

#### **Required Document #1: Event Overview**

Tell us about your event! This is an opportunity to provide details and explain the event's impact to the destination. Assume that the panelists reviewing the application are not familiar with the features and benefits of the event. Include the following information:

- 1. Provide an event description; include its mission and goals.
- 2. Summarize why the event would appeal to the general public. What is unique about the event? Are there similar events offered in the western U.S.?
- 3. Highlight the event activities that are available to the general public (both free and/or ticketed) and the venue location(s).
  - a. In addition, if an event solicits participant registrations, list the event's activities that are only available to registered attendees and would not open to the general public.
- 4. **Competitive Sporting Events**: If the event features competitive sports as the integral element of the event (human-powered, engine-powered or animal-based), include the following information:
  - a. Is the event affiliated with a sanctioning body?
  - b. Is the event part of a tour series or league?
  - c. If the event is part of a tour series or league play, what other cities are included in the schedule?
  - d. Regarding spectators, who is the primary audience (ie: friends/family of the competitors or the general public and fans of the sport)?
- 5. **Established and Legacy Events**: Summarize new strategies or activities that will be implemented in the coming year to attract additional attendance and overnight lodging in Washoe County.
- 6. If an economic impact study or spectator demographics are available, the applicant is encouraged to include highlights of the findings.
- 7. Tip: Starting out the document with a <u>bullet-point</u> summary of the event's significant attributes, statistics, destination impact, awards, milestones, etc. will call attention to the key elements that the review panel should take note of. You can then provide additional details throughout attachments.

#### **Required Document #2: 2017 Profit & Loss Statement**

Submit a 2017 Profit & Loss Statement (aka Income and Expense Statement) disclosing <u>itemized revenue</u> (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and <u>itemized expenses</u> (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.) and the resulting net profit or loss.

New events to the destination, occurring for the first time 2018, are exempt from providing a 2017 P&L Statement. Events occurring <u>after</u> the December 5, 2017 application deadline may submit their 2016 P&L Statement in lieu of a 2017 P&L statement.

#### **Required Document #3: 2018 Event Budget**

A budget is an essential element of event production/management and forecasts the financial outcome of the event by identifying all probable expenditures and anticipated revenue.

Submit a detailed 2018 event budget that includes <u>itemized revenue</u> (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and <u>itemized expenses</u> (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.). The line item(s) for advertising expenses should be consistent with the figures provided on Q4.1 and Q4.2 of the online application.

If an event integrates their funding request and affiliated expenses within their 2018 budget, remember that receipt of funding is not guaranteed, nor is the specific award amount. If possible, separate or identify RSCVA funding revenue and related expenses from the core budget. See page 3 regarding limits to the amount of funding that can be requested as it pertains to the event's cash operating budget.

Submitting a partial budget (such as marketing budget only) is <u>not</u> acceptable. The 2018 Event Budget should be consistent with information provided in the online funding application and supplemental documents.

#### Required Document #4: Marketing Plan (WITHOUT an RSCVA Funding Award)

Provide a marketing, advertising and public relations plan that summarizes the event's efforts to promote to spectators and participants. This portion of the marketing plan **should not** include initiatives that would be implemented with RSCVA Partnership Funding, since receipt of an award (or a specific award amount) is not guaranteed. Instead, include only those elements that will be implemented <u>regardless</u> of the funding outcome.

The plan should be categorized by "in-market" and "out-of-market" efforts. For out-of-market efforts (if applicable), identify the cities or regions that will be targeted. Include all communication methods that event plans to utilize, such as: print, outdoor, website, eblast, collateral pieces, social media, search engine marketing, broadcast, newsletters, radio, guerilla marketing or other miscellaneous outreach. If event has marketing or media partners who will provide additional promotional services in support of the event, summarize those activities.

### Required Document #5: Itemized Marketing and Promotional Initiatives (Utilizing the RSCVA Funding Request)

The intent of this document is to clearly demonstrate to the review panel how RSCVA Partnership Funding would enhance the event's marketing and promotional efforts that otherwise <u>would not be possible</u>. In this section, itemize the specific initiatives that the event would implement with receipt of a funding award, ranking each in order of priority. Providing rankings and costs will assist panelists to make rational award recommendations should the total requested funding not be possible.

Include the following information for each initiative:

- Ranking
- Target Event Segment (does the initiative target potential spectators, participants or competitors, or a combination?)
- Markets; reach, if available (the circulation, rating points or impressions); who is the target audience
- Explanation of the initiative
- Approximate time frame to implement
- Estimated Cost

Information can be provided in a chart (see sample below) or in written narrative; either is acceptable. The fictional illustration below does not suggest that a specific number, or variety, of initiatives must be proposed. It's presumed that an event understands their audience, including the marketing/advertising/promotional efforts that could effectively generate awareness, given finite resources.

Ranking	Initiative	Target Segment	Market(s), Reach, Demographics	Explanation of the Initiative	Date	Estimated Cost
#1	Paid FB ads	Participants	San Francisco, Los Angeles, Seattle. Adults aged 25-49 with a \$75K HH income	A new initiative geo-targeting people to register for the "Bike 'n Brew" activity offered during the festival.	1 week in June 2018	\$1,700
#2	Three outdoor billboards	Spectators	Downtown San Francisco, I-80 near Bay bridge, downtown Oakland, GRP estimated at 59.9	Continuing this initiative is only possible with RSCVA funds. Ticket sales from SFO have increased 17% in 2017 over 2016, attributed to the billboards.	May thru July, 2018	\$9,000
#3	Promotional videos	Spectators	Potential organic reach is national, may do a paid boost on FB targeting Bay Area and Sacramento outdoor enthusiasts, aged 25-49.	Create two professional edited videos (30-45sec each) to highlight event. Potential organic reach is national. Videos will be placed on website, FB, Instagram, Twitter and YouTube.	March 2018	\$3,000
#4	Cow Horse News, West Coast Edition	Competitors	Cir. 75,000. An industry pub for horse owners and trainers on the West Coast	Funding would expand our typical ¼ page to a full-page ad, enhancing our message and impact. Ad placements would be increased from 1 issue to 2 issues to expand awareness and generate additional horse entries.	Jan/Feb and Mar/Apr issues	\$2,300
#5	Radio Ad XYZK-FM	Spectators and Participants	San Jose metropolitan area, Bay area. Rock station, target adults: 25-40	Will combine a contest (value- add) with paid placement for more exposure. Contest will be for VIP registration to event.	April 1-21, 2018	\$1,500

#### Funding Request: \$17,500

#### **Required Document #6: Sponsorship Amenities to the RSCVA**

Partnership Funding is associated to a sponsorship, rather than a grant, with an expectation that sponsorship amenities will be extended to the RSCVA. Sponsorship amenities that provide an opportunity for the RSCVA to customize messaging to potential out-of-market audiences are particularly desirable.

Provide a list of potential sponsorship amenities that could be extended to the RSCVA that support its mission and/or strategic objectives and broadens its marketing, sales or promotional efforts. The mutually agreed-upon amenities package will reflect the actual award amount approved by the RSCVA Board.

The following list provides *examples* of amenities that could assist the RSCVA. These are **suggestions only** and events may have unique opportunities that are not mentioned below. <u>Do not</u> copy and paste this list into your submission and only include amenities that the event can extend. If event is televised and can offer complimentary commercial time, on-air interview of an RSCVA representative, vignettes or other on-air exposure as a sponsorship amenity, provide details.

- Complimentary :30sec RSCVA commercial spots on TV broadcast or webcast
- Destination exposure via destination vignettes, interviews, on-air announcements of Reno Tahoe branding messages during TV broadcast or webcast
- Opening/closing billboard recognition (ie: logo and/or voiceover) during TV broadcast or webcast
- Personalized messages (content provided by RSCVA) posted on event's Facebook, Twitter, Instagram or other social media
- Inclusion of RSCVA logo and hyperlink in event's e-newsletters
- Opportunity for personalized messages (content provided by RSCVA) in event's e-newsletter
- RSCVA destination promotional video embedded on event website
- RSCVA Special events brochure link embedded on event website
- Specific message and link from event website to VisitRenoTahoe.com (example: click here for Reno Tahoe lodging information)
- Event tickets for contest giveaways or client hosting opportunities
- Ad space in event's hard copy or digital program guide
- Inclusion of RSCVA logo in event's out-of-market print ads or billboards
- Inclusion of RSCVA logo in event's brochure or direct mail pieces
- RSCVA logo on event posters, postcards, logo wear
- Distribution of RSCVA destination brochures at out-of-market shows that event staff may attend, or at outof- market business locations that event may have partnered with
- Distribution of RSCVA collateral materials in event participant registration packets, at event information booth or on event shuttles
- RSCVA banners displayed during event
- RSCVA banners displayed on event's shuttle transportation
- Daily PA announcements during the event (content provided by the RSCVA)
- Exhibit booth at the event (ability to donate the booth to other special events)
- Required: RSCVA logo/link on event website

#### **Optional Document #7: PR Equivalency Report, Out of Market**

This attachment is <u>only</u> required if an applicant provided a dollar amount for Q4.3. Applicants that did not answer Q4.3 should disregard this optional document.

For event applicants that answered Q4.3, attach a 2017 Equivalency Report for **out-of-market** exposure only (do not include in-market reporting), as determined by standard industry practices. If a report and equivalency is not yet available for 2017, then attach the 2016 report. PR clips are not desired.

### **Optional Document #8: Photo Highlights**

To augment a submission, photos may be submitted with a Partnership Funding application. This may be especially beneficial for newer events.

Events submitting visual attachments with their application must abide by the following guidelines. They will be photocopied and distributed to the panelists evaluating applications.

- 1. A maximum of 4 pages of visual attachments can be submitted.
- 2. Photo montages should be formatted to 8.5" x 11" (letter). Attachments larger than 8.5" x 11" will not be accepted. Leave a 1" (minimum) left hand margin to accommodate a 3-hole punch.