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**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
REGULAR MEETING OF THE BOARD OF DIRECTORS**

Thursday, February 22, 2018

9:00 A.M.

**Reno-Sparks Convention and Visitors Authority
4001 S. Virginia Street, Board Room
Reno, Nevada**

BOARD OF DIRECTORS:

Commissioner Bob Lucey, Chairman

Mr. Nat Carasali
Mr. Lee Dillard
Councilman Ed Lawson
Mr. Rick Murdock

Mayor Hillary Schieve
Mr. Mark Sterbens
Mr. Bill Wood
Mr. Vick Wowo

THIS MEETING IS IN COMPLIANCE WITH THE NEVADA OPEN MEETING LAW AND HAS BEEN
PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

Reno Sparks Convention & Visitors Authority (RSCVA) offices at 4001 S. Virginia St, Suite G, Reno, NV
Reno City Hall
Sparks City Hall
National Bowling Stadium
RSCVA Website: www.rscva.com/public-meetings
Online at <https://notice.nv.gov/>

Reno-Sparks Convention Center
Washoe County Administration Bldg.
Washoe County Courthouse

Items on the agenda are for possible action by the Board of Directors, unless stated otherwise. Items will not necessarily be considered in the order listed. The Board may combine two or more agenda items for consideration, may remove an item from the agenda or may delay discussion relating to an item on the agenda at any time.

Support materials are made available when they are provided to the Board, or if provided during the meeting, support materials will be made available at the meeting at the same time as they are made available to the Board. Support materials are also available at the RSCVA administrative offices and at the scheduled meeting. The designated contact to obtain support materials is Tawnie Black, 4001 South Virginia Street, Suite G, Reno, NV (775) 827-7618.

AGENDA

A. OPENING CEREMONIES

Call to Order
Pledge of Allegiance
Roll Call

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period, or on "action" items immediately before board discussion of such "action" items. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the

RSCVA clerk at the meeting. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken. Public comments may not be accepted after the Chairman closes any period for public comment.

C. APPROVAL OF THE AGENDA

For Possible Action.

D. APPROVAL OF MINUTES OF JANUARY 25, 2018 BOARD OF DIRECTORS' REGULAR MEETING

For Possible Action.

E. AWARD OF RFP FOR PROFESSIONAL MANAGEMENT OF FACILITIES

The Board of Directors is being asked to review, discuss and take possible action to approve staff's recommendation to award Request for Proposal 2018-01 for the management and operation of the National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center and Reno-Sparks Livestock Events Center to SMG Worldwide Entertainment and Convention Venue Management for a management fee equal to Two Hundred Thousand Dollars (\$200,000) per year. The Board will review and discuss the management services to be provided, and may provide direction to staff in regard thereto. If approved, staff is seeking direction to work with RSCVA Legal Counsel and the Chairman of the Board of Directors to negotiate a final written agreement for the foregoing management services, as well as direction regarding the execution of the final written agreement.

For possible action.

F. PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

F1. Downtown Business Improvement District Presentation

Mr. Bill Thomas and Chief Jason Soto will give a presentation on the Downtown Business Improvement District. The RSCVA Board of Directors will discuss and consider contributing funding to the BID in the amount of up to \$100,000.00 per year and for a period of up to three years.

For possible action.

F2. Reno-Sparks Convention and Visitors Authority Staff Update

RSCVA President/CEO Phil DeLone and staff will deliver updates on Executive Office, Marketing, Sales, Facilities and Finance, including the Corporate Scorecard.

This is an information item. Not an action item.

G. AWARD OF RFP FOR CARPET INSTALLATION AT THE RENO-SPARKS CONVENTION CENTER

The Board of Directors is being asked to review, discuss and take possible action to approve staff's recommendation to award Request for Proposal 2018-04 to Shaw Consulting for the design and procurement of carpet for the Reno-Sparks Convention Center in an amount not to exceed \$734,335.52.

For possible action.

H. APPROVAL OF ONSTRATEGY'S STRATEGIC PERFORMANCE MANAGEMENT AND VISITOR ORIGIN ANALYSIS SCOPE OF WORK FOR FY 18/19

The Board of Directors is being asked to review, discuss and take possible action to approve the terms of a proposal to retain OnStrategy for the purpose of providing consulting services in support of the implementation and management of the RSCVA's strategic plan for an amount not to exceed \$127,000 for July 1, 2018 – June 30, 2019.

For possible action.

I. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

J. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period, or on "action" items immediately before board discussion of such "action" items. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the RSCVA clerk at the meeting. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken. Public comments may not be accepted after the Chairman closes any period for public comment.

K. ADJOURNMENT

For Possible Action.

Persons are invited to submit written remarks for all matters, both on and off the agenda. Written remarks presented for inclusion in the Board of Directors' minutes must be flat, unfolded, on paper of standard quality, and 8 ½ by 11 inches in size. Written remarks shall not exceed five (5) pages in length. The RSCVA will not accept for filing any submission that does not comply with this rule. On a case-by-case basis, the Board of Directors may permit the filing of noncomplying written remarks, documents, and related exhibits pursuant to NRS 241.035(1)(e). Board of Directors' meeting rooms are accessible to persons with disabilities. If special arrangements are required, please contact Tawnie Black at 775-827-7618.

For information or questions regarding this agenda please contact:
The RSCVA Executive Office
P.O. Box 837, Reno, NV 89504
775-827-7618



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**Reno-Sparks Convention & Visitors Authority
Board of Directors Meeting Minutes
January 25, 2018**

The Regular Meeting of the Board of Directors of the Reno-Sparks Convention & Visitors Authority met at 8:00 a.m., January 25, 2018 at the Reno-Sparks Convention and Visitors Authority, 4001 S. Virginia Street, Reno, NV. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

Call to Order

Chairman Bob Lucey called the meeting to order at 8:05 a.m.

Pledge of Allegiance led by Mr. Phil DeLone

Board Members Present:

Nat Carasali
Lee Dillard
Councilman Ed Lawson
Commissioner Bob Lucey
Rick Murdock
Mark Sterbens
Bill Wood
Vick Wowo

Board Members Absent:

Mayor Hillary Schieve

RSCVA Executive Staff Present:

Phil DeLone, President/Chief Executive Officer
Jennifer Cunningham, Executive Vice President
Michael Larragueta, Vice President of Sales
Robert Chisel, Director of Finance
Sheri Nill, Director Human Resources
Esther Isaac, Director of Marketing
Ben Kennedy, Legal Counsel
Molly Rezac, Legal Counsel

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

None

C. APPROVAL OF THE AGENDA

Chairman Bob Lucey amended the agenda prior to approval by pulling Item E2 and saying Item G2 will be addressed as part of Item E3 entitled "Reno-Sparks Convention and Visitors Authority Staff" update.

MOTION: Member Vick Wowo made a motion to approve the amended January 25, 2018 Agenda. Seconded by Member Rick Murdock. **Motion carried unanimously.**

D. APPROVAL OF MINUTES OF DECEMBER 7, 2017 REGULAR MEETING & DECEMBER 12, 2017 SPECIAL CONCURRENT MEETING

MOTION: Member Lee Dillard made a motion to approve the Minutes of December 7, 2017 Regular Meeting and December 12, 2017 Special Concurrent Meeting. Seconded by Member Nat Carasali. **Motion carried unanimously.**

E. PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

E1. Appointment of Board Member Pursuant to NRS 244A.601(1)(d)(3)

Legal Counsel Ben Kennedy shared with the Board that Mr. Bill Woods' initial two-year terms expires the end of January and he is eligible for reappointment for an additional two-year term. Ms. Heather Bacon, Incline Village Crystal Bay Visitors Bureau, nominated Mr. Woods for reappointment and also Mr. Andy Chapman, current President/CEO of Incline Village Crystal Bay Visitor's Bureau, for consideration. The item was open for discussion by the entire Board, but could only be voted upon by the elected officials.

Discussion: Chairman Bob Lucey and Member Rick Murdock commented that Mr. Wood has served the Board well, brings a lot to the table and is very good for Reno Tahoe relations.

MOTION: Councilman Ed Lawson made a motion to reappoint Mr. Bill Wood to the RSCVA Board of Directors for a second term. Seconded by Commissioner Bob Lucey. **Motion carried unanimously by majority vote. Mayor Hillary Schieve was absent.**

E3. Reno-Sparks Convention and Visitors Authority Staff Updates

President/CEO Phil DeLone welcomed Shannon Keel to the meeting. She is the recently appointed General Manager of the Grand Sierra Resort. Mr. DeLone said in preparation for the 2019 Legislative Session, three (3) qualified candidates submitted proposals in response to the RFP for governmental affairs: McDonald Carano; Steven Polikalas Law Corporation, and Fennemore Craig. Staff is recommending Fennemore Craig. In response to the RFP for the RSCC Feasibility Study, six (6) firms submitted proposals in alphabetical order: Crossroads Consulting; Conventions, Sports & Leisure; Hunden Strategic Partners; HVS; JLL; and Johnson Consulting. Staff is recommending Johnson Consulting, headquartered in Chicago, as they are familiar with the Reno market having worked for the City of Reno on an operational review of the National Bowling Stadium. They have also worked for the Las Vegas Convention and Visitors Authority and other large convention destinations. Their proposal for the work will be accomplished within fourteen (14) weeks and within a budget of \$100,000. In response to the RFP for Professional Management, four (4) national firms responded and three (3) toured all the RSCVA facilities. The review committee, which included the City of Reno and City Manager, Sabra Newby, and Legal Counsel Ben Kennedy, will meet on January 29th and report back to the Board. Wildcreek Golf Course has no further news to report at this time. Legal Counsel has been crafting the appropriate agreements with Washoe County and the School District and it is moving forward. Work continues on the RSCC with the designer, TVS, and the RFP has been sent out to manufacturers of carpet. No delays in the re-carpeting of the RSCC are anticipated and it should be done by August 1st. Bid specs and design on the refurbishment of the RSCC restrooms are also forming.

Executive Vice President Jennifer Cunningham provided a marketing update. Ms. Cunningham pointed out the Corporate Scorecard shows visitor volume up 6.6% year to date, cash occupied rooms and overall occupancy as of the end of November year-to-date are up 6.0%, and taxable revenue is up 15% which is the result of ADR going up 7.6%. The November ADR is a historic high of \$106.51. Airlift is at 10% growth year-over-year as well, which is also a record number. TEDx is a sold-out event for the RSCC - a group effort with the University.

Vice President of Sales Mike Larragueta reported an update on both tourism and convention sales for November 2017 and detailed the November month-to-date scorecard sales. PHG, the contracted representative for the China-inbound product, has signed the contract and provided their 90-day implementation plan. February 27th through March 3rd, four (4) of the PHG representatives, three (3) of which are from Beijing, Shanghai and Guangzhou will be in Reno touring the entire city, Virginia City, Carson City, and North Lake Tahoe to familiarize themselves with the RSCVA and stakeholder's properties. Mr. Larragueta also announced the hiring of a Regional Director of Conventional Sales in Chicago, Ms. Mattie Metcalf.

Director of Finance Robert Chisel said the calendar year is still in the process of being closed out and eleven (11) homeowners have yet to file. Taxable revenue was just short of \$41 million at \$40,988,000 which is a 12.3% increase. ADR for the calendar year was \$100.10 a 6.6% increase, the first time it has been over \$100 in a calendar year.

E4. Board Review and Approval of Bid Award and Contract for RFP 2018-02 to Johnson Consulting for a Feasibility Study on Expansion of the Reno-Sparks Convention Center (RSCC)

Phil DeLone had nothing more to add to his recommendation of Johnson Consulting except to say that their references checked out as a reputable company, they have been in business a long time, and are fully suited to conduct the feasibility study. Most importantly, they can accomplish the work in 14 weeks.

Discussion: Vice Chairman Ed Lawson asked if the RSCVA moving into the Convention Center was part of the Feasibility Study. Mr. DeLone replied it the eventual intent, but will come down to cost. Mr. Chisel added that a recent meeting with the landlord at the Reno Town Mall renewed the lease to 2022, but anything more will be based on the Convention Center expansion and timing. Mr. Lawson encouraged the move so clients see the location they will be renting and RSCVA employees will be onsite daily to see what they are selling to witness ongoing conventions. Mr. Chisel said the RSCVA currently rents 15,000 square feet at the Reno Town Mall for approximately \$.95/square feet a month.

MOTION: Member Nat Carasali made a motion to approve the bid award and contract for RFP 2018-02 to Johnson Consulting for a Feasibility Study on the expansion of the Reno-Sparks Convention Center (RSCC) in the amount of Eighty-Eight Thousand Dollars (\$88,000.00). Seconded by Member Vick Wowo. **Motion carried unanimously.**

E5. Board Review and Approval of Bid Award and Contract for RFP 2018-03 to Fennemore Craig, P.C. for Government Affairs Representation for the Reno-Sparks Convention & Visitors Authority

Attorney Jesse Wadhams with Fennemore Craig thanked the Board for the opportunity to present the bid and their goals for the upcoming 2019 Legislative Session. Chairman Lucey commented that the last legislative session was more than the anticipated observation session, so the Board is looking forward to establishing a Legislative Platform going into the upcoming session and not making decisions on the fly. He added that he appreciated the reputation of Fennemore Craig.

MOTION: Member Vick Wowo made a motion to approve the bid award and contract for RFP 2018-03 to Fennemore Craig, P.C. for Government Affairs Representation for the Reno-Sparks Convention and Visitors Authority (RSCVA) through the end of the 2019 Legislative Session, for a total amount of Sixty-Two Thousand Five Hundred Dollars (\$62,500.00). Seconded by Member Rick Murdock. **Motion carried unanimously.**

F. FINANCE DIVISION

F1. Discussion and Potential Approval of the Reno-Sparks Convention & Visitors' Authority's (RSCVA's) Investment Policy

Director of Finance Robert Chisel said this was an updated investment policy that had not been updated for a number of years. It designates how the RSCVA invests its idle cash that is not needed for operations in accordance with the Government Finance Officers Associations and the Nevada Revised Statutes. The RSCVA believes with a small 25-basis-point increase revenue could be increased by \$70,000 to \$100,000 a year.

MOTION: Vice Chairman Ed Lawson made a motion to approve the Reno-Sparks Convention and Visitors Authority's Investment Policy as set forth by staff. Seconded by Member Lee Dillard. **Motion carried unanimously.**

F2. Discussion and Potential Authorization for the Director of Finance to Retrieve and Claim All Unclaimed Property in the Name of the Reno-Sparks Convention & Visitors Authority (RSCVA)

Director of Finance Robert Chisel said occasionally all governments and companies are required to claim unclaimed property escheated to the state. For the RSCVA to retrieve that money, the State Treasurer requires a Board-approved representative. It is estimated the amount is about \$5,000 to \$6,000. This would also enable the RSCVA appointed representative to search other local governments and state agencies for any other unclaimed property belonging to the RSCVA.

MOTION: Vice Chairman Ed Lawson made a motion to authorize the Director of Finance to retrieve and claim all unclaimed property and monies in the name of the Reno-Sparks Convention and Visitors Authority (RSCVA) from both local governments and state agencies and that this become the permanent policy of the RSCVA. Seconded by Member Lee Dillard. **Motion carried unanimously.**

G. SALES AND MARKETING

G1. 2018 Special Event Partnership Funding

Special Events & Marketing Manager Nina Brown summarized the recommendations for the 2018 Special Event Partnership Funding. Ms. Brown explained that \$500,000 is available as a pre-allocated budget. For 2018 calendar year funding, 29 events applied and were evaluated by a 7-person panel consisting of RSCVA managers and executive staff. Distribution recommendation were based on a qualitative rather than quantitative analysis as outlined in the report. Qualification guidelines and analysis considerations are also available on the RSCVA website. After review and vetting all applicants, the panel recommended allocating \$481,500 to 25 different events and retaining \$18,500 in contingency funds for new events that may arise

throughout the year. Upon Board approval, each event will receive a funding contract outlining the terms and conditions of the partnership. Ms. Brown answered a question regarding videos and said a clause has been added to the funding contract, as well as the website, stating that an event cannot do anything to disparage RSCVA branding, must be in good taste and positively highlight the destination. To answer the question regarding the marketing and awareness of this program, Ms. Brown said five notices were emailed to events and the program is also published on the website. In addition, funding notices were emailed to other government agencies and lodging properties to share with their affiliated events. Events are awarded 50% of their funding upon signing the contract of the terms and conditions. The remainder of their funding is paid after the event is done and a post-event synopsis and proof of fulfillment of all RSCVA sponsorship amenities are provided. If an event cancels, their funding award is rolled into contingency funds. The Partnership Funding Program is designed as a marketing opportunity. Funds augment an event's ability to expand their marketing and promotional efforts that otherwise would not be possible without funding. In broadening their marketing, potentially more visitors might visit the destination, which is the goal. Event requests are limited in two ways: 1) they cannot ask for more than 25% of their cash operating budget and 2) what they request has to equate to how they want to use the money in marketing.

MOTION: Member Rick Murdock made a motion to approve the funding allocation recommendations for the 2018 Special Events Funding and approve the Distribution of Funds requested by the Marketing Department. Seconded by Member Vick Wowo. **Motion carried unanimously.**

G2. Convention and Tourism Sales Update

Item skipped by Chairman Lucey per Agenda revision. This item was covered in Item E3.

G3. Bid to Host USA Volleyball's Boy's Nationals

Director of Sports Development Shelli Fine said with respect to the Executive Summary for the USA Volleyball's Boy's Nationals for 2020, the event is scheduled for June 24 through July 5, 2020. The RSCVA has hosted this event back in 2013. In 2013 it actualized just under 17,000 room nights. The Collegiate Nationals, another USA Volleyball event, was hosted here in 2014, and actualized about 9,000 room nights. Reno Tahoe has also hosted a couple pre-Olympic qualifiers called the World League, which are very high profile, both in 2013 and 2015. Cities that competed for 2020 USA Volleyball's Boy's Nationals included: Anaheim, Dallas, Minneapolis, Milwaukee, and Columbus. It is anticipated this event will actualize approximately 20,000 room nights in 2020. All major hotels and a handful of select service hotels have submitted their proposed room block and concession packages to the USA Volleyball and those packages have been vetted and tentatively approved by the USA Volleyball upon approval of the RSCVA's bid packet. USA Volleyball also institutes a very strict stay-to-play policy. Essentially that means participants cannot compete in the event unless they book in one of the contracted hotels. This ensures a very accurate auditing process. In an effort to secure the rights to host this event, the RSCVA is requesting to fund a cash sponsorship of \$100,000. In addition, the RSCVA is requesting to fund an official shuttle program for the week of the event not to exceed \$35,000. There will be a performance clause associated with the contractual agreement with USA Volleyball that will mirror the performance clause enacted by legal and Robert Chisel for the Interbike contract. The RSCVA is also collecting a \$12 confidential subsidy from all the hoteliers which should total approximately \$200,000-\$240,000 to be applied against facility rental. Staff is recommending the Board approve the funding package to host the USA Volleyball's Boy's Nationals in June of 2020 in an amount not to exceed \$135,000.

Discussion: Member Lee Dillard asked what sold this location to them. Ms. Fine said a couple of items: 1) The RSCVA's success in 2013 and 2014; 2) The ongoing relationship with USA Volleyball over the years; 3) Hosting the pre-qualifying Olympic events went a long way. It essentially saved them to some degree for the 2015 event; and 4) They are required to geographically move around and must come back to the West Coast. Member Rick Murdock said the dates and timing could not be better. Ms. Fine responded to Chairman's Lucey question about back-to-back event bookings. Their governing bodies require that in an effort to be fair, USA Volleyball has to hosted coast to coast. Girl's Nationals will be circling back around and the region will have another chance at it again. That event is more to the tune of 50,000 room nights. The next opportunity for Boy's Nationals would be 2023 or 2024. Member Vick Wowo asked if there would be a housing authority in charge of the auditing the stay-to-play for the players to ensure it was happening and if they would be receiving some type of rebate. Ms. Fine said yes, there is a 10% commission paid to a firm named Team Travel Source and there is a \$17 rebate paid back to USA Volleyball.

MOTION: Member Nat Carasali made a motion to approve to move forward with a Letter of Intent to host USA Volleyball's Boy's Nationals over the dates of June 24 through July 5, 2020 for 20,000 room nights. The bid is to include a sponsorship component on the part of the RSCVA in an amount not to exceed \$135,000. Seconded by Member Vick Wowo. **Motion carried unanimously.**

H. HUMAN RESOURCES

H1. Proposed Revision to RSCVA HR Holiday Policy

Director of Human Resources Sheri Nill said some time ago, the RSCVA went away from observing Veteran's Day in lieu of a floating holiday. Staff is recommending elimination of the floating holiday and reinstatement of Veteran's Day in recognition of the sacrifices made by our military personnel. This will have no financial impact on the RSCVA.

MOTION: Member Lee Dillard made a motion that beginning 2018, the RSCVA reinstate the observation of Veteran's Day in recognition of our military personnel in lieu of the current Floating Holiday provided to RSCVA employees. Seconded by Member Mark Sterbens. **Motion carried unanimously.**

H2. Proposed Revision to RSCVA HR Retirement Policy 600.605

Director of Human Resources Sheri Nill said in the RSCVA's retirement policy there is language that they had some concern about. If an employee is with the RSCVA for five (5) years or more, there are certain benefits they are allotted. Should an employee with five (5) or more years lose their position due to layoff, the RSCVA would like to exclude the language in the existing policy that restricts them from working for ninety (90) days if they choose to exercise the right to retire from the RSCVA to ensure those benefits are granted after five (5) years of service. The goal of the RSCVA is to ensure that if for instance they retired on a Friday from the RSCVA, they would have their benefits in place and be able to work on Monday, making sure the RSCVA is providing a seamless transition for those individuals with five (5) or more years of service that are retiring rather than layoff.

Discussion: Chairman Lucey asked with respect to this policy, being that Nevada is a right-to-work state, could the RSCVA even draft a policy for an individual preventing them from working for 90-day period anywhere. Legal Counsel Molly Rezac clarified that Nevada is an "at will" state meaning that a person is employed at the will of the employer and the employee, which is very different. This policy is not saying somebody would not work for ninety (90) days under any retirement policy. It says that in order to obtain these additional benefits, because the RSCVA is an "at will" employer, the RSCVA is not required to provide any benefits when somebody ceases employment via layoff, via retirement, or whatever the case may be. The RSCVA is not required to provide those benefits. The standard definition of retiring is that you are seeking to stop working and there are certain benefits obtained from that. However, there was some concern that the ninety (90) day provision of time requirement to stop working, when an employee may be losing their position through no fault of their own through a layoff, for those long-term employees who have looked toward certain benefits, may choose to retire now so they can maintain those benefits, and the RSCVA would lose the ability to keep them employed while this Board makes certain decisions regarding that. Staff is making a recommendation for instances when people may be losing their job due to layoff, to simply waive the requirement of the ninety (90) days. If somebody, instead, separate from the RSCVA for a completely different type of situation, they would be subject to the standard retirement requirements. They would retire, go through PERS, and cease working for the ninety (90) days.

MOTION: Member Nat Carasali made a motion to revise the RSCVA Retirement Policy 600.605 for employees that are notified they will be laid off, have worked at least five (5) years for the RSCVA and their position is eliminated to allow those employees to choose to retire rather than be laid off, but not be required to cease work for the ninety (90) days. Seconded by Member Rick Murdock. **Motion carried unanimously.**

H3. Proposed Revision to RSCVA HR Layoff and Recall Policy 900.903

Director of Human Resources Sheri Nill said with respect to the layoff and recall policy there is currently a practice that if an employee has had service with the RSCVA for fifteen (15) or more years, they can take one-third (1/3) or up to three hundred (300) sick hours when they leave or are laid off. This was not included in the formal RSCVA policy and simply needs to be corrected.

MOTION: Member Rick Murdock made a motion to revise the RSCVA HR Layoff and Recall Policy to include language reflecting the long-standing practice of the RSCVA to pay out a portion of unused sick leave (up to a maximum of three hundred (300) hours) when the employee with at least fifteen (15) years of service to the RSCVA is laid off due to lack of work, reorganization, etc. as set forth in the Employee Handbook. Seconded by Member Mark Sterbens. **Motion carried unanimously.**

I. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

Staff Member Michael Larragueta made an additional comment pertaining to the variance in the November Net Room Nights – Year-to-Date 2016-2017 versus 2017-2018. Mr. Larragueta explained that room nights are a result of when contracts are turned definite so the variance between 2017-2018 and 2016-2017 in Quarter 2 of 2017 happened with Safari Club, which was a multi-year contract, and was a little more than 51,000 contracted room nights driving that variance. Of the 54,000 room-night variance Year-to-Date between 2016-2017 and 2017-2018, Safari Club represented 51,000 of those.

Member Lee Dillard asked if the postponed item regarding the Downtown Business Improvement District Presentation will be brought back to the Board prior to scheduled meetings with the City of Reno. Chairman Lucey assured Mr. Dillard that the presentation will be held at the next Board Meeting on February 22, 2018.

J. COMMENTS FROM THE FLOOR BY THE PUBLIC

None

K. ADJOURNMENT

Meeting adjourned at 9:29 a.m.



**AWARD OF RFP
FOR
PROFESSIONAL
MANAGEMENT OF
FACILITIES**

Presentation by
RSCVA Staff



To: RSCVA Board of Directors

From: Robert Chisel, Director of Finance

CC: Phil DeLone, President/CEO
Bob Lucey, Board Chair

Date: February 22, 2018

Subject: Recommendation to award Request for Proposal 2018-01 for the management and operation of the National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center and Reno-Sparks Livestock Events Center to SMG Worldwide Entertainment and Convention Venue Management for a management fee equal to Two Hundred Thousand Dollars (\$200,000) per year and direction to work with RSCVA Legal Counsel and the Chairman of the Board of Directors to negotiate a final written agreement for the foregoing management services, as well as direction regarding the execution of the final written agreement.

Executive Summary

A Strategic Priority of the Board adopted Strategic Plan is "Facility Efficiency: Efficiently and effectively operate all RSCVA facilities to support visitor growth and community benefit."

Staff has prepared and issued, with approval from the Board (November 15, 2017), a request for proposal (RFP) for the management and operation of the National Bowling Stadium, the Reno Events Center, the Reno-Sparks Convention Center, and the Reno-Sparks Livestock Events Center.

The RFP process began with the issuance of the RFP on November 17, 2017. The Authority issued the RFP, notified potential bidders, and advertised its issuance in the Reno Gazette-Journal and on the Authority's website. The Authority had three firms participate in the mandatory pre-bid walk through and received two proposals, and all were given full consideration. The proposers were, SMG Worldwide Entertainment and Convention Venue Management (SMG) and Spectra by Comcast Spectacor (Spectra). The Authority established an evaluation committee that independently scored the proposals based upon impartial criteria developed prior to receipt of proposals. Based upon the evaluation, staff recommends awarding a contract to SMG.



Background

Over the past 20 years, the Convention Center and Arena industry has changed dramatically. Historically, Convention Centers and Arenas were managed by local governments as extensions of facilities or parks and recreation boards, as is currently done by the RSCVA.

With the increased demand for quality customer service, up-to-date technology and a full suite of services, event organizers have higher expectations of the venues they select. Convention and event planners are looking for the same levels of service provided by the best convention hotels within the destination package. This is compounded by increasing competition. Professional Management of Convention Centers, Arenas, and Facilities have many benefits, including:

- National affiliation and support: city/authority managed ("self-operated") venues are managing in isolation. Affiliation with a professional management company offers myriad benefits to on-site staff and the venue owner.
- Brand Identity: a stand-alone local team is typically no match for national teams.
- Best practices, systems and procedures built on vast experience ensures asset protection, operational efficiency and five-star customer service.
- Professional Management firms typically provide for employee training programs in customer service, sales techniques, finance, safety, and operational procedures.
- Some management companies have corporate and regional executives in every discipline to support the local team with supervision, guidance and mentoring local staff to achieve maximum performance.
- National sales and marketing programs expand the opportunities and ability of the local sales team and the Convention and Visitors Authority to produce.
- National client relationships and agreements that influence numerous business distribution channels - provide more access to prospective booking opportunities.
- National procurement programs enable our facilities to gain preferential pricing and terms reducing operating costs and improving quality.
- Proven financial systems and controls ensure the fiduciary responsibilities and transparency that are the foundation of public trust.



- Benchmarking of financial and operational, and service performance.
- “From jobs to careers”: employees benefit from training, peer networks and mentors at sister venues, career growth opportunities and corporate continuing education programs.
- Authority and Board never lose control. The RSCVA can maintain the same oversight and decision power as with a stand-alone general manager. The RSCVA simply gains an entire company of resources and consulting to help make the best decisions to take our venues from good to great.
- Depending on the management firm selected, some provide expanded relationships and resources through dozens of the industry’s most respected leaders.
- Proven results: one need only look at dozens of case studies and talk to peers with other authorities, municipalities, convention and visitor bureaus, end user clients to understand the return on investment on selecting and institutionalizing professional management.

These reasons follow the Strategic Priority of the Board adopted Strategic Plan, which is “Facility Efficiency: Efficiently and effectively operate all RSCVA facilities to support visitor growth and community benefit.”

Staff received approval from the Board on November 15, 2017, to issue the RFP for the management and operation of the National Bowling Stadium, the Reno Events Center, the Reno-Sparks Convention Center, and the Reno-Sparks Livestock Events Center.

The RFP process began with the issuance of the RFP on November 17, 2017. The Authority issued the RFP, notified potential bidders, and advertised its issuance in the Reno Gazette-Journal and on the Authority’s website.

On December 5, 2017, the Authority had three firms participate in the mandatory pre-bid and walk through of the facilities. On January 10, 2018, the Authority received proposals from SMG and Spectra. The Authority established a six-person evaluation committee composed of members of the Authority (Phil DeLone, Jennifer Cunningham, Mike Larragueta, and Robert Chisel), City of Reno (Sabra Newby), and Washoe County (David Solaro) that independently scored the proposals based upon impartial criteria developed prior to receipt of proposals. The evaluation committee also had the two proposers give a presentation and participate in an interview process on January 22, 2018. Based upon the evaluation, presentations, and references, the evaluation committee unanimously recommended awarding the bid to SMG.



The criteria established for the review and scoring of the proposals was developed prior to receipt of the bids and were as follows:

Organizational Chart & Bidder Qualifications
The proposal outlines qualifications, industry experience, licenses and strengths of the organization. The proposal specifies the strengths of assigned team members as well as their years of prior experience in the particular industry and type of services and facilities.
Disclosure of Agreements
The proposer's statements about agreements that will impact the ability to complete the proposal.
Financial Statements
The proposer's financials demonstrate the strength and ability to meet the requirements of the RFP and complete the proposed terms of an agreement.
Client List/History
The proposal firm's background, client base, and years in business.
Sales and Marketing Plan
The proposal outlines an approach that is tailored based on obtaining an understanding of the RSCVA's activities, market, and competition.
The proposal indicates an approach that is tailored based on the firm's advanced understanding of the RSCVA and the region.
The proposal outlines the firm's processes for ensuring an efficient and effective services.
The proposal showcases the firm's commitment to providing quality.
Operations and Management
The proposal outlines an approach that is tailored based on obtaining an understanding of the organization's activities, operating systems, personnel and special needs.
The proposal indicates an approach that is tailored based on the firm's advanced understanding of the RSCVA.
The proposal outlines the firm's processes for ensuring an efficient and effective services.
The proposal showcases the firm's commitment to providing quality.
The proposal highlights the firms commitment to professional training and staff continuity.
The proposal identifies how the firm will comply with applicable industry reporting regulations, if applicable.
Unique Qualifications
The proposal conveys a positive and confident feeling derived from the firm's business beliefs, communication practices and unique qualifications of which lays the foundation for a trusted relationship.
Value Added Services
The proposal provides a listing of additional value added services the firm provides beyond the services identified in the RFP.
Scope and Pricing of the Engagement
The proposal clearly provides a framework for the scope, timing, steps and resources to complete the engagement. The proposal specifies the price for the management and how it will be billed.
Overall Price - To be calculated among final respondents.

If approved, staff work with RSCVA Legal Counsel and the Chairman of the Board of Directors to negotiate a final written agreement for the foregoing management services, as well as direction regarding the execution of the final written agreement by Phil Delone in his capacity as the President/CEO.



Fiscal Impact

The fiscal impact to the Authority will vary depending upon the financial activities that will occur in the future. SMG will be paid a base management fee of \$200,000 per year.

The Authority will also investigate Quantitative Financial Incentive based upon the successful improvement in the net operating Profit (Loss), Quantitative Sponsorship Incentive based upon the successful improvement in the revenue obtained for suite rentals, sponsorships, and signage at the Facilities, and a Qualitative Financial Incentive which will be based upon a scorecard of key performance indicators. The implementation of the Quantitative Incentives will only occur upon successful improvement to the financial condition of the Authority and not exceed 32.5% the improvement.

Recommendation

Staff recommends the Board award Request for Proposal 2018-01 for the management and operation of the National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center and Reno-Sparks Livestock Events Center to SMG Worldwide Entertainment and Convention Venue Management for a management fee equal to Two Hundred Thousand Dollars (\$200,000) per year and direction to work with RSCVA Legal Counsel and the Chairman of the Board of Directors to negotiate a final written agreement for the foregoing management services, as well as direction regarding the execution of the final written agreement.



DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

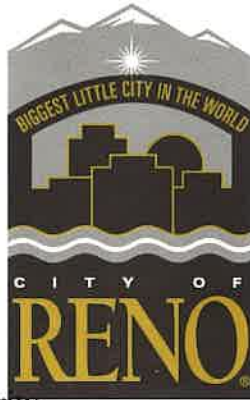
Presentation by
Mr. Bill Thomas & Chief Jason Soto

Sabra Newby
City Manager

(775) 334-2020
(775) 334-2097 Fax
newbys@reno.gov
Web site: reno.gov

January 22, 2018

Phil DeLone
President & CEO
Reno-Sparks Convention and Visitors Authority
4001 S. Virginia St., Suite G
Reno, Nevada 89502



Re: Pledge Letter for the Downtown Management Organization (DMO)

Dear Phil:

As a prominent organization within the city of Reno, you understand the pressing need for the revitalization and reinvestment of our downtown core. In an effort to begin this process, the City hired Progressive Urban Management Associates (P.U.M.A.) to study our downtown and to provide an action plan identifying priorities for improvements. One of the short-term, influential recommendations from that plan called for a private-sector partnership led by a Downtown Management Organization (DMO). The greatest impacts the DMO would have on Reno would be the stabilization of downtown streets and an entity that acts as a champion for downtown revitalization through a unified voice and increased accountability.

However, this approach also requires additional investment by the City and its partners, including the business community, to ensure that enhanced police services can be maintained until the BID has had an opportunity to stabilize. In order to continue these service levels, an additional \$900,000 per year for the next three years needs to be raised.

We need your help to provide additional funding over the next three years!

Last year the City committed to contributing an additional \$500,000 which was not required by Nevada Revised Statutes. Going forward, staff is committed to continue recommending approval of at least \$500,000 per year for another two years to help with the successful implementation of the BID. At this time, we are asking partner organizations to provide us with a pledge letter stating the value of your donation annually for the next three years. Thank you in advance for your support! Your donation is greatly appreciated and will be used to support the successful implementation of the BID.

Sincerely,

A handwritten signature in black ink that reads "Sabra Newby". The signature is fluid and cursive, with the first name "Sabra" being more prominent than the last name "Newby".

Sabra Newby
City Manager

PLEDGE FOR THE DOWNTOWN MAINTENANCE ORGANIZATION

Dear Reno City Council:

To reaffirm the City of Reno's strategic priority of a "Thriving Downtown and University District" and goal to "Create an environment that attracts residents, students, businesses, and visitors," I/we hereby agree to donate a yearly contribution for the next three years to the City of Reno for the Downtown Management Organization. This gift shall be used to help create and support the Business Improvement District (BID) and Downtown Management Organization (DMO) as established through Resolution by the Council. This gift will be help the City and its partners to maintain enhanced police services until the BID has had an opportunity to stabilize. We understand that generally donations to the City of Reno Account are not tax deductible.

PAYMENT AMOUNT

I/We pledge the following per year, for the next three years (CY 18-20): \$ _____

The combined three year total: \$ _____

PAYMENT METHOD

☐ Enclosed is a check representing my first installment of: \$ _____

☐ A tax deductible donation through the Community Foundation of Western Nevada will be made through nevadafund.org or by contacting (775) 333-5499.

☐ To pay by credit card, contact Jeff Limpert at (775) 657-4573.

For recognition purposes, please list my/our names as:

Sincerely,

Name of Donor

Date

Name of Organization

Make Checks Payable to City of Reno

Contact Jeff Limpert with any questions or concerns at (775) 657-4573 or email: limpertj@reno.gov



RSCVA STAFF UPDATES & CORPORATE SCORECARD

Presentation by
Phil DeLone and RSCVA Staff

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Legend:	
Comparison of current actual to the monthly goal	
Green	>= 95% of target
Yellow	80-95% of target
Red	< 80% of target
*Note that for goals without targets, color coding is based on the same period the previous year	

RSCVA Monthly Snapshot: Year-to-Date December 2017

Strategic Priority #1: Visitor Growth & Awareness						
OVERALL VISITOR GROWTH		FY 17-18	FY 16-17	YTD Target	Y/Y%	Annual Goal
Marketing Goals	Visitor Volume	2,717,064	2,556,675	2,630,379	6.3%	5,025,248
	# of Web Sessions - National Overall (VisitRenoTahoe.com)	1,467,092	-	TBD	-	TBD
	Number of web session partner referrals	18,446	-	TBD	+/- 100%	TBD
	SF: Web Sessions	295,422	-	TBD	-	TBD
	SF: Impressions (Outdoor, Digital, Print)	55,554,930	-	TBD	+/- 100%	TBD
	Seattle: Web Sessions	90,855	-	TBD	-	TBD
	Seattle: Impressions (Outdoor, Digital, Print)	44,068,664	-	TBD	+/- 100%	TBD
	LA Basin: Web Sessions	239,059	-	TBD	-	TBD
LA Basin: Impressions (Outdoor, Digital, Print)	92,842,838	-	TBD	+/- 100%	TBD	
MARKET PERFORMANCE/CASH OCCUPIED ROOMS						
Washoe County Total						
Room Inventory	4,350,673	4,397,682	4,418,056	-1.1%	8,759,376	
Cash Room Nights	1,974,355	1,851,918	1,909,970	6.6%	3,626,875	
Comp Room Nights	458,072	472,306	481,700	-3.0%	935,500	
Overall Occupancy	73.9%	69.8%	71.9%	5.9%	70.0%	
Taxable Revenue	\$208,182,224	\$182,172,058	\$195,271,116	14.3%	\$361,344,865	
A.D.R.	\$105.44	\$98.37	\$102.24	7.2%	\$99.63	
Rev Par	\$53.32	\$45.06	-	18.3%	-	
Gaming Win	\$444,779,074	\$420,852,427	-	5.7%	-	
Hotel Market Segment						
Room Inventory	2,889,649	2,879,188	2,896,668	0.4%	5,751,360	
Cash Room Nights	1,662,350	1,550,128	1,602,510	7.2%	3,047,285	
Comp Room Nights	455,357	469,649	479,043	-3.0%	930,634	
Overall Occupancy	75.6%	71.1%	72.8%	6.3%	68.5%	
Taxable Revenue	\$184,133,343	\$160,847,289	\$173,017,997	14.5%	\$321,008,588	
A.D.R.	\$110.77	\$103.76	\$107.97	6.8%	\$105.34	
Rev Par	\$65.71	\$56.63	-	16.0%	-	
AIRLIFT						
Air Passengers	1,768,329	1,908,027	-	-7.3%	-	
Strategic Priority #2: Direct Room Night Growth						
TOURISM SALES GOALS		FY 17-18	FY 16-17	YTD Target	Y/Y%	Annual Goal
Marketing	Traditional Wholesaler	11,678	12,893	3,000	-9.4%	21,109
	International/Domestic Receptive Operators	15,323	12,061	2,500	27.0%	23,353
	Online Travel Agency	268,401	229,490	45,788	17.0%	437,567
	Travel Agent	77,549	59,355	9,333	30.7%	136,983
	Group Tour/Motorcoach	25,535	32,021	5,000	-20.3%	47,591
	Ski and Golf Production	9,907	8,737	3,000	13.4%	12,996
TENTATIVE SALES PIPELINE						
# of Leads Issued	362	268	353	35.1%	744	
# of Room Nights for Leads Issued	626,236	390,886	-	60.2%	-	
# of Outstanding Leads in Sales Pipeline	292	217	-	34.6%	-	
# of Room Nights in Sales Pipeline	647,364	463,074	776,000	39.8%	776,000	
PRODUCED ROOM NIGHTS						
Gross Produced Room Nights	159,988	141,654	96,719	12.9%	260,000	
Net Produced Room Nights	155,329	141,654	96,719	9.7%	260,000	
Net Produced Room Nights % of Goal	160.6%	107.9%	100.0%	48.9%	100%	
Convention Produced Room Nights	71,847	121,331	79,407	-40.8%	196,021	
Sports Produced Room Nights	83,482	18,668	4,797	347.2%	33,979	
Bowling Produced Room Nights	-	7,096	12,000	-100.0%	24,000	
Equestrian Produced Room Nights	-	-	3,000	+/- 100%	6,000	
ACTUAL ROOM NIGHTS (RNs Realized This Year)						
Groups/Conventions Actual Room Nights	96,522	45,678	80,503	111.3%	138,566	
Sports Actual Room Nights	10,592	13,471	10,562	-21.4%	66,622	
Bowling Actual Room Nights	14,404	14,282	10,500	0.9%	37,000	
Equestrian and Livestock Actual Room Nights	7,565	11,722	33,000	-35.5%	35,000	
Total Actual Room Nights	129,083	85,153	134,565	51.6%	277,188	
Number of concert events at REC	23	8	10	187.5%	20	
Strategic Priority #3: Facility Efficiency						
OPERATING MARGIN		FY 17-18	FY 16-17	YTD Target	Y/Y%	Annual Goal
GM Goals	Reno-Sparks Convention Center	-\$403,133	-\$192,179	-\$828,713	-109.8%	-\$1,111,190
	Reno Events Center	-\$174,666	-\$14,642	-\$74,790	-1092.9%	-\$187,575
	National Bowling Stadium	-\$544,468	-\$122,737	-\$626,471	-343.6%	-\$1,149,766
	Reno-Sparks Livestock Events Center	-\$200,947	-\$92,406	-\$316,856	-117.5%	-\$715,922
	Wildcreek Golf Course	-\$23,439	\$28,423	-\$31,682	-182.5%	-\$31,682

Legend:

Comparison of current actual to the Year to Date Target

Green

Yellow

Red

*Note that for goals without targets, color coding is based on the same period the previous year



**AWARD OF RFP
FOR
CARPET INSTALLATION**

**RENO-SPARKS
CONVENTION CENTER**

Presentation by
RSCVA Staff



To: RSCVA Board of Directors

From: Robert Chisel, Director of Finance

CC: Phil DeLone, President/CEO
Bob Lucey, Board Chair

Date: February 22, 2018

Subject: Board review and approval of bid award and contract for RFP 2018-04 to Shaw Consulting for the design and procurement of carpet for the Reno-Sparks Convention Center in the amount of \$734,335.52

Executive Summary

Staff issued Request for Proposal (RFP) 2018-04 on January 17, 2018. As part of the approved capital project improvements to the Reno-Sparks Convention Center is the replacement of the carpet. RFP 2018-04 is for the design and procurement of the carpet. Staff recommends awarding a contract to Shaw Contract.

Background

On January 17, 2018, the Authority issued RFP 2018-04 seeking proposals for carpet design, procurement, and installation at the Reno-Sparks Convention Center.

The Authority issued the RFP and advertised its issuance in the Reno Gazette-Journal and on the Authority's website. The Authority received three proposal and all were given full consideration. The proposers were, Shaw Contract, Durkan/Mohawk, and Tandus Centiva. The Authority utilized our outside Architectural firm, TSK Architectures, and staff to analyze the bids and based upon the evaluation, staff recommends awarding a contract to Shaw Contract, as the lowest responsible bidder for the option of carpet tile in all area of the Reno-Sparks Convention Center and broadloom in the Ballroom of the Reno-Sparks Convention Center, for total square yards of 30,934. The bid was for \$734,335.52, delivered.

With the award of the contract, staff with our external architect (TSK Architects) to develop the final design of the carpet with the installation to be completed by August 1, 2018.

Fiscal Impact



The cost of the carpet is \$734,335.52, funding for the contract has been budgeted in the capital improvement budget for Fiscal Year 2017/18. Staff will be proceeding with a bid for the installation of the carpet in accordance with Nevada Revised Statutes.

Recommendation

Staff recommends award of the bid for carpet design, and procurement for the Reno-Sparks Convention Center, RFP 2018-04, to Shaw Contract for a total amount of \$734,335.52.



**APPROVAL OF
ONSTRATEGY'S STRATEGIC
PERFORMANCE
SCOPE OF WORK
FOR FY 18/19**

Presentation by
RSCVA Staff



To: RSCVA Board of Directors

From: Phil DeLone, President/CEO

Date: February 22, 2018

Subject: Review, Discussion and Possible Action regarding Proposal for Strategic Performance Management and 2017 Visitor Origination Analysis

Executive Summary

Staff is seeking approval of the continuance of work provided by OnStrategy to provide dedicated consulting services to support an effective strategy implementation management process. The "Scope of Work" covers the fiscal year 2018/19.

Background

In December 2015 OnStrategy was contracted to develop a five-year Strategic Plan for the RSCVA. This plan was developed with direction and input from the Board of Directors, Stakeholders and staff. The RSCVA is in the second year of the plan. OnStrategy has been instrumental with ensuring the Strategic Plan is followed and timely reporting back to the board occurs.

The Visitor Origination Analysis (VOA) was first conducted utilizing 2015 customer data from the major Washoe County lodging properties. This report provides the RSCVA and participating properties with information on origin of visitors to the destination, the effectiveness of the Agency's marketing expenditures and the hotel properties effectiveness in a market. The VOA has been embraced and supported by the properties.

Fiscal Impact

Total Contract not to exceed \$127,000 in fiscal year 2018/19. This will be a budgeted item.

Recommendation

Staff recommends the Board authorize the continuance of work provided by OnStrategy under the terms of the proposed scope of work for fiscal year 2018/19 attached hereto.

FY18/19 STRATEGIC PERFORMANCE MANAGEMENT & 2017 VOA

Submitted January 16, 2018

OnStrategy is pleased to submit the following proposal to Reno-Sparks Convention and Visitors Authority (RSCVA) to provide dedicated consulting services to support an effective strategy implementation management process. With an updated Strategic Plan leading into FY18/19, the continued aim is to have the long-term plan being implemented, as part of the RSCVA's culture, driving results for the destination. As part of this process, our services will include the activities detailed here in this scope. Project to cover **July 2018 to June 2019**.

KEY ACTIVITIES

- Govern and manage the Long-Range Strategic Plan, which includes all activities related to adapting the strategy as needed through the implementation of the plan;
- Producing a monthly Scorecard, with RSCVA staff, to monitor the progress of the strategy and report to the Board of Directors and present results quarterly;
- Partner with the Executive Team to manage the FY18/19 Action Plans with the department teams – Sales, Tourism Sales, Marketing and Facilities;
- Support CEO communication to all staff regard the progress against the plan;
- Manage, analyze, and produce the 2017 Visitor Origination Analysis to include coordination with the 10 properties as well as the production of property-specific reports;
- Provide subject matter expertise as needed to support the Executive Team with team meeting facilitation, community outreach, Board relations or other activities that support the implementation of the strategic plan. (Note: Board retreat and the annual planning process are both excluded from this SOW.)

COST ESTIMATE

- **Management Activities - \$8,500/month** (Can be terminated with a 45-day notice)
Management activities include the ongoing activities to support strategic implementation, performance management and VOA production.
- **Visitor Origination Analysis Full Report preparation for RSCVA – \$5,000**
To include a comprehensive market view of all property data submitted by the 10+ hotel properties, benchmarked against 2015 and 2016 results.

- **Visitor Origination Analysis – 10+ Hotel Property Reports @ \$2,000/per property report**
Activities to develop the base VOA are included in management activities. This line item covers just the one-time activity of producing confidential property reports and VOA meetings with each property.

SCOPE OF WORK DETAIL

Monthly Performance Management (July 2018 – June 2019)

To maintain the agility and relevancy of the plan from a data perspective, OnStrategy will support the executive team to manage their teams against the Strategic Plan metrics on a monthly basis, including:

Executive Team and Board Monthly Scorecard Updates

OnStrategy will manage the process for the executive team to update their Corporate and Departmental Scorecards on a monthly basis.

Dashboard Reporting

OnStrategy will provide dynamic dashboard reporting, updated on a monthly basis for the Board.

Quarterly Strategy Reviews (November 2018, February 2019, May 2019)

Quarterly Business Reviews (QBR) are another key element of the strategic management process. OnStrategy will work with the RSCVA Board and executive team to facilitate Quarterly Business Reviews and while doing so, provide training to establish a process to monitor the strategic plan progress, measure performance and adapt the plan when necessary. More specifically, OnStrategy will focus on the following activities:

- **Quarterly Strategy Presentations** – OnStrategy will work with the RSCVA Executive Teams to prepare Quarterly Board Strategy Review Presentations for three quarters (November 2018, February 2019, May 2019).
- **Identify and Discuss Strategic Issues** – OnStrategy will work with the executive team in advance of the meeting to determine any strategic issues that need Board discussion and/or direction, as it relates to the Strategic Plan.
- **Update the Strategic Plan** – OnStrategy will work with the executive team to determine proposed adaptations to the plan, to be brought to the Board for approval.

2017 Visitor Origination Analysis

- **RSCVA to manage project data collection** from 10+ hotel properties listed below, for January 1, 2016 – December 31, 2017.
- **Report preparation for RSCVA** including a comprehensive market view of all property data submitted by the 10+ hotel properties, benchmarked against 2015 and 2016 results.
- **Data analysis for each property to:**

- Determine the origination of visitors to Reno-Tahoe during calendar year 2017
- Provide hotel property comparative data to identify potential market opportunities
- **Confidential property specific report and preparation for 10+ hotel properties including:**
 - **Previously Participating Properties:** Atlantis Casino Resort Spa; Eldorado Resort Casino; Grand Sierra Resort and Casino; Harrah's Casino Hotel Reno; Hyatt Regency Lake Tahoe Resort, Spa and Casino; Nugget Casino Resort; Peppermill Resort Spa Casino; Sands Regency Casino Hotel; Silver Legacy Resort Casino; and Circus Circus Reno.
 - **Possible Additions to the Analysis:** Whitney Peak Hotel; Renaissance Reno Downtown Hotel; Boomtown Casino & Hotel; Western Village (Additional properties to be determined)

COST PROPOSAL & PROJECT AUTHORIZATION

	Frequency	Total Cost
Management Activities: Lead monthly strategic plan execution and performance management <i>Management activities can be terminated with a 45-day notice from either party at any time during the contract.</i>	July 2018- June 2019 Monthly Fee	\$8,500/month
VOA RSCVA Report: 2017 RSCVA Full Market Report	One-time fee	\$5,000
VOA Confidential Property-Specific Reports: 2017 Visitor Origination Analysis Report (Estimate based on 10 properties – additional properties can be added at a rate of \$2,000 per report)	One-time fee per property	\$2,000/report per property
Total Estimated Investment		\$127,000

The following authorizes OnStrategy to execute the project as specified above.

Please Send to: erica@onstrategyhq.com or Fax to: (775) 398-1594

Client:

Reno-Sparks Convention & Visitors Authority

Provider:


OnStrategy, Inc.

Signature

Print Name

Title

Date



Signature

Erica Olsen

Print Name

COO/Co-Founder

Title

January 16, 2018

Date

TERMS

The project will be billed monthly based on the proposed pricing schedule. Payment is due Net 30. Any need to expend more than the proposed cost due to additional requested work will be discussed prior to work commencing and shall be in writing.