

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, July 23, 2020, at 9:00 a.m.**

**MEETING VIA TELECONFERENCE/VIDEOCONFERENCE
ONLY PURSUANT TO NRS 241.023**

**BOARD OF DIRECTORS:
Commissioner Bob Lucey, Chairman**

Mr. Andy Chapman
Councilman Ed Lawson
Ms. Shannon Keel
Mr. Don Kornstein

Mr. Daniel Farahi
Mayor Hillary Schieve
Ms. Ann Silver
Mr. Mark Sterbens

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

RSCVA Website: www.rscva.com/public-meetings

Online at <http://notice.nv.gov/>

Public Notice

Pursuant to Section 3 of the Declaration of Emergency Directive 006 ("Directive 006"), the requirement contained in NRS 241.023(1)(b) that there be a physical location designated for meetings of public bodies held via teleconference or videoconference where members of the public are permitted to attend and participate has been suspended. Moreover, pursuant to Section 3 of Directive 006, the requirements contained in NRS 241.020(4)(a) that public notice agendas be posted at physical locations within the State of Nevada has likewise been suspended. This agenda has been electronically posted in compliance with Directive 006, NRS 241.020(3) at www.visitrenotahoe.com/about-us/public-meetings and NRS 232.2175 at <https://notice.nv.gov/>.

Please see the section below regarding public comment. Members of the public may view the meeting live at <https://www.youtube.com/channel/UCaqlm2OSuhz5Lw1w6HkcA>.

Supporting Materials

Pursuant to Section 5 of Directive 006, the requirement contained in NRS 241.020(3)(c) that physical locations be available for the public to receive supporting material for public meetings has been suspended. Supporting materials for the meeting are available on the RSCVA's website at

www.visitrenotahoe.com/about-us/public-meetings.

Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Corie Carlsen, 4001 South Virginia Street, Suite G, Reno, NV (775) 827-7618.

Public Comment

Pursuant to Section 2 of Directive 006, if a public body holds a meeting by means of teleconference or videoconference and a physical location where members of the public can attend is not provided, the public body must provide a means for the public to provide public comment, and post that means on the public notice agenda. Pursuant to Section 2 of Directive 006, the public may provide public comment by emailing comments to boardclerk@renotahoeusa.com or by leaving a voicemail (limited to three minutes) at (775) 827-7602 (note this is not a live call-in line). Comments received before 4:00 p.m. on Wednesday, July 22, 2020, will be transcribed and given to the Board for review and will be included with the minutes of the meeting.

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 of Directors 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.

AGENDA

A. OPENING CEREMONIES

Call to Order
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. 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.

C. APPROVAL OF THE JULY 23, 2020 BOARD OF DIRECTORS MEETING AGENDA

For possible action.

D. APPROVAL OF THE JUNE 25, 2020 BOARD OF DIRECTORS MEETING MINUTES

For possible action.

E. ELECTION OF OFFICERS

E1. Election of the RSCVA Board Chair, Vice-Chair, Secretary and Treasurer

The RSCVA Board of Directors will elect a Chair, Vice-Chair, and Secretary/Treasurer from among its members pursuant to NRS 244A.601 and 244A.605.

For possible action.

F. PRESENTATIONS

F1. Reno-Sparks Convention and Visitors Authority Staff Update

Jennifer Cunningham, Interim President/CEO, and RSCVA staff will deliver updates on Executive Office, Marketing, Sales, Facilities, and Finance.

This is an information item. Not for an action item.

F2. Legal Counsel Update.

RSCVA Legal counsel will deliver updates on any pending legal matters.

This is an information item. Not an action item.

G. BOARD MATTERS

G1. SearchWide Search Firm Update

The BOD will be given an update on the CEO search process. The Board may also take action to give direction to staff and/or SearchWide regarding the CEO search process.

For possible action.

H. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

This is an information item. Not an action item.

I. COMMENTS FROM THE FLOOR BY THE PUBLIC

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J. ADJOURNMENT

For possible action.

For information or questions regarding this agenda please contact:
The RSCVA Executive Office
P.O. Box 837, Reno, NV 89504
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VisitRenoTahoe.com

**Reno-Sparks Convention & Visitors Authority
Special Meeting of the Board of Directors
Meeting Minutes
June 25, 2020**

The Special Meeting of the Board of Directors of the Reno-Sparks Convention & Visitors Authority met at 9:00 am, June 25, 2020, **via teleconference/videoconference only pursuant to NRS 241.023.** The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

Call to Order

Board Members Present:

Nat Carasali
Andy Chapman
Shannon Keel
Don Kornstein
Councilman Ed Lawson
Commissioner Bob Lucey
Mayor Hillary Schieve
Ann Silver
Mark Sterbens

Board Members Absent:

RSCVA Executive Staff Present:

Jennifer Cunningham, Interim CEO/President
Michael Larragueta, Vice President of Sales
Robert Chisel, Vice President of Finance and Operations
Art Jimenez, Executive Director of Tourism Sales
Sheri Nill, Director of Human Resources
Ben Kennedy, Legal Counsel
Molly Rezac, Legal Counsel

RSCVA Executive Staff Absent:

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

Pursuant to Section 2 of Directive 006, the public may provide public comment by emailing comments to boardclerk@renotahoeusa.com or by leaving a voicemail (limited to three minutes) at (775) 827-7602 (note this, not a live call-in line).

C. APPROVAL OF THE AGENDA OF JUNE 25, 2020 REGULAR MEETING OF THE BOARD OF DIRECTORS

MOTION: Member Mark Sterbens made a motion to approve the June 25, 2020 agenda. It was seconded by member Shannon Keel. **Motion carried unanimously.**

D. APPROVAL OF MINUTES OF MAY 28, 2020 REGULAR MEETING OF THE BOARD OF DIRECTORS

Member Andy Chapman pointed out that Mr. Bill Hanbury's last name was misspelled in under item F1, paragraphs two and four. The changes were duly noted and corrected.

MOTION: Member Don Kornstein made a motion to approve May 28, 2020, meeting minutes. It was seconded by member Mark Sterbens. **Motion carried unanimously.**

E. UPDATE FROM INTERIM CEO

E1. Reno-Sparks Convention and Visitors Authority Staff Update

Jennifer Cunningham, Interim CEO/President, began by addressing current events around Black Lives Matter that have impacted our community and our nation. She said that week Steve Hill made some poignant comments at LVCVA Board meeting and stated the RSCVA's alignment with the LVCVA. Ms. Cunningham added that it is important to reaffirm that a CORE Reno Tahoe value is one of welcoming and embracing groups and individuals from all backgrounds, religions, ethnicities, genders, orientation, as well as social and political philosophies. Ms. Cunningham said that travel has a way of helping to break down barriers and as leaders in this industry and we feel it's important to keep the conversation going. She reminded the Board that the RSCVA has been sensitive and deliberate with respect to diversity and inclusion in our marketing materials, photography, videos and website. Ms. Cunningham said that she participated in virtual meetings with Senators Jackie Rosen, Catherine Cortez-Masto, Representative Dina Titus, US Travel, the LVCVA and Travel Nevada. The group discussed Advocacy Priorities that included Extending Paycheck Protection Program eligibility once and for all to quasi-governmental Destination Marketing Organizations like the RSCVA. She added that the group talked about legislation that would provide Protection from frivolous COVID-related lawsuits for businesses that follow proper health and safety guidelines. And, very important to the RSCVA is the legislation to provide \$10 billion in Economic Development Administration grants for DMOs – if passed, this money could be used for marketing Reno Tahoe. Ms. Cunningham said that in addition to these priorities, the group discussed the need to keep a close watch on air service once the restrictions put on the airlines by the CARES ACT stimulus expires on October 1st. While there will still be grant money available, restrictions such as a minimum level of air service required by the Department of Transportation will be lifted. Especially in Reno, the RESVA is very concerned about losing flights at that time. Ms. Cunningham said that the U.S. Department of Transportation issued a show-cause order proposing parameters for initially implementing the authority granted to the Secretary of Transportation by Sections 4005 and 4114 of the Coronavirus Aid, Recovery, and Economic Security Act (the CARES Act). The order proposes that air carriers receiving financial assistance under the CARES Act maintain minimum air services on a nationwide basis, with some exceptions. The proposed order would cover air carriers offering scheduled passenger service and all-cargo carriers, though, at this time, the Department proposes to not require service obligations of all-cargo carriers. The proposed order would not cover charter operations or air taxi operators. The proposal seeks to ensure that covered air carriers maintain a defined schedule of flights to communities they served before March 1. The Department proposes an initial term for the service obligations through September 30, 2020, which may be extended by the Department. Ms. Cunningham briefly discussed air service. She said that as of today, Reno is still trending 75% below last year (8 airlines serving ten destinations). Ms. Cunningham added that last year averaged 6,500-7,500 for the same period. She shared the July schedule increases:

American Airlines

- PHX from one to two daily
- DFW from two to three daily
- ORD is returning

Delta

- SLC from two to three daily

United

- LAX is returning

Alaska

- SEA from two to four daily
- PDX is returning

Southwest

- DEN from one to two daily
- PHX from one to two daily

Michael Larragueta, Vice President of Sales, provided an update including current numbers for the Convention Sales. Mr. Larragueta discussed the production, cancellations, net room nights, and pace versus the prior year. He said that before the shut down in March, the team was on pace to reach and exceed the annual goal of 290,000 group room nights. Unfortunately, due to COVID-19, Year-To-Date cancellations are 141,357 room nights for a net production number of 43,735. The two months with the most cancellations were April and June at 25,937 and 58,704, respectively. He said that room nights for groups that have postponed their dates but have not secured dates for the future continue to decline down to 737. However, groups that have delayed their programs and contracted future dates total 42,870 room nights, with more than 50% contracted in 2021 or beyond. Mr. Larragueta added that definite groups that remain on the books for 2020 totals 50,593. The room nights are fairly spread out by month for the remainder of the calendar year, with a slight increase in July and October. The number of active leads and room nights from March 17th through June 24th was 61, representing 136,134 room nights. Total outstanding active leads total 312 for 565,352. Mr. Larragueta shared that the Convention and Tourism Sales teams, with assistance from the Marketing department, have developed and implemented multiple activities to educate, update, and inform clients. He added that convention sales territories had been revised, with four of the six Regional Directors inheriting additional states to ensure adequate coverage. He went on to say with in-person site inspections on pause right now we decided to partner with Concept 3D, the leader in the virtual site inspection space. This software provides interactive 3D maps that pinpoint hotels, facilities, and Reno "landmarks." He also shared the latest videos that provide updates on the current status of our hotels, facilities, and safety/sanitation procedures. He added that the videos were posted on personal LinkedIn accounts last week and have generated over 15,000 views. Mr. Larragueta shared that the team just completed its first virtual event hosted by Reno's own Mr. David Wise. This concept was a way to engage clients from both the meetings and leisure segments virtually. David participated in a Q & A moderated by Regional Director of Convention Sales for the Southeast, Mr. Shaun Tracy. The events provided an opportunity to update clients on reopening and Reno's continued development, sense of community, and overall unified team efforts. He said that the next virtual event titled "Strength in Leadership" is scheduled for July 16th and our host is Madam Mayor Hillary Schieve. Mr. Larragueta stated that the RSCVA, in conjunction with eight hotel partners, launched a group bounce back program on June 18th. This "Plan with Confidence" campaign features no attrition plus additional concessions offered by individual properties. He stated that Decker Royal and our marketing team have identified several media channels to market and distribute the campaign. Mr. Larragueta said that the RSCVA received written notification from the state that there is a limit of 50 people per group, per room in each facility as long as it is not attendees from the same group. This allows the facilities to host more than one group at a time, but each individual group cannot exceed 50 people. He added that RSCVA would continue to honor the 50% discounted rental pricing in any facility for the remainder of the calendar year should hotel partners not be able to accommodate a group's meeting needs in their individual properties. Mr. Larragueta said that July looks to be a promising month in terms of group bookings.

Art Jimenez provided the Board with an update on Tourism Sales. He said that the team is in the process of cleaning up the tourism database, which consisted of adding or modifying over 4,000 accounts and redistributing duties among the remaining tourism team. Mr. Jimenez said that the team continues to source our third-party data partner sites for top-selling GDS agents to our area. He reminded the Board that pre-COVID-19, annual OTA bookings accounted for over 700,000 room nights to Washoe County, and GDS bookings represented an average of nearly 170,000 annual room nights over the last three years with Average Daily Rates (ADR) as high as \$158. Mr. Jimenez said the team is concentrating on drive markets & Southern California while continuing to leverage partnership marketing funds with Expedia & Priceline. He said that tourism would relaunch a paused 30-day Expedia campaign and continue to court our travel agent extended sales force via Sabre and Mail Pound.

Christina Erny, Director of Marketing, provided the Board with an update on the RSCVA marketing efforts. She stated that the RSCVA is currently focused on digital outreach in drive markets, including the San Francisco Bay Area, adding that a digital and cable TV commercial spot is running in the San Francisco Bay Area. She said that the organization is leaning on its long-standing relationship with Influencers who have provided content at no charge. Ms. Erny said that the RSCVA webpage is running up-to-date health and safety information for the region. She went on to say that the organization is sending personalized emails to the drive and fly markets that centers on safety.

Ben McDonald, Director of Communications, stated that the marketing team is currently focused on sales support. He said this includes communications with meeting & conventions, sports & travel trade, keeping event planners and producers informed of the status of our destination, further supporting the efforts of our sales managers, which may vary by region. He added that Reno Tahoe continues to be featured through a variety of media outlets such as Bestcities.org - America's Best Small City, O - The Oprah Magazine, Condé Nast, Travel+Leisure, Washington Post and Forbes.

Robert Chisel, Vice President of Finance and Operations, covered the Interim Financials for April 2020, found in the board packet. He stated that the revenue for April was 364K, 90K more than the 270K projection. He also covered the RSCVA priorities as revenue increases. These priorities are as follows: **Marketing** – Spend on digital advertising in the California drive market

Air Service – Support for airlift opportunities

Sales – Booking incentives for events

Staffing – Returning select positions from furlough to active duty

Capital – Restart capital projects canceled in March 2020

No action taken.

E2. ASM Update

Michael Day, General Manager, ASM Global Reno-Sparks, delivered an update on the status of the RSCVA Facilities to include upcoming events and protocols for addressing the Covid-19. He discussed ASM's Venue Shield, a proprietary program for venue reopening, ensuring that facilities are clean and certified at the highest standards for the safety and health of our co-workers, clients, and guests.

No action taken.

E3. Legal Counsel Update.

Ben Kennedy, Legal Counsel, stated that he added this item at the request of a board member to have as a standing item on the RSCVA agenda. Mr. Kennedy said that he would not always have a legal update; however, it will remain on the agenda should anything come up.

No action taken.

F. BOARD MATTERS

F1. Review, Searchwide Search Firm Update

Mike Gamble, President & CEO of Searchwide Global, gave an update on the RSCVA CEO search. He stated that he and Mr. Hanbury conducted interviews with approximately forty (40) community stakeholders, including members of the RSCVA Board of Directors and staff members. SearchWide then created a draft detailed position description for the RSCVA President/CEO for in the board materials. He stressed the importance of developing and executing an effective COVID-19 recovery plan while developing a longer-term strategic, tactical, and a human resources plan to accommodate a restructured operating model necessitated by the new normal.

Bill Hanbury, Executive Consultant with Searchwide Global, stated that several stakeholders stressed the importance of air service to the region. He said that the candidate needs to have an understanding of the value that air service brings to the destination.

Mike Gamble discussed the oversight of the facilities. He said that it is unique for a Destination Marketing Organization (DMO) to manage and/or oversee the convention facilities. He said that the candidate should have knowledge of facility operations, including capital improvement, refocus of marketing/sales approaches, and technological innovations to improve the utilization of the center and other event venues.

Mr. Gamble also discussed the importance of assessing the operations of the organization. He said that this would include finances, sales, marketing, and overall staff deployment, plus human resources, technology, and research. He added that the incoming CEO needs to meet one on one with all team members to develop a relationship, hear their thoughts and ideas, and better understand the culture.

Mr. Hanbury discussed the importance of the last priority, which is community involvement. He said that this person needs to develop strong and meaningful partnerships to build trust, confidence, and credibility within the community.

Chair Lucey asked Mr. Gamble to lead the discussion on salary parameters.

Mr. Gamble said that Searchwide looked at the salary history, including base salary, bonus, car allowance, and severance. He asked the Board if it would be interested in bringing a candidate forward should the salary request be higher than the previous CEO's salary package. He asked for board feedback on the salary parameters.

Mark Sterbens said that he would support bringing candidates forward if the request was higher than the previous CEO's.

Vice-Chair Ed Lawson said that it is more about the candidate than the salary and agreed that Searchwide should bring any qualified candidates forward.

Andy Chapman said that a 40% bonus structure seems higher than usual.

Mike Gamble said that most organizations with a \$20-\$50M budget, without oversight facilities, base range 280-380K, 95% of CEO's that run organizations similar in size and less in scope are making at least \$280.

Bill Hanbury added that the methodology behind the bonus structure is Key Performance Indicators (KPI). He said that a 30% bonus is standard, and it would be tied to measurable criteria.

Don Kornstein asked about the term of the contract.

Mike Gamble answered by stating that Searchwide is recommending a three-year agreement, with a twelve-month severance package. He added that there are very few candidates that would agree to a six-month severance. He then asked for discussion from the Board.

Don Kornstein suggested the Board give Searchwide as much latitude as possible to get the best candidates.

Member Ann Silver left the Board Meeting at 10:29 am

MOTION: Member Mark Sterbens made a motion to approve the SearchWide Global draft position description for the RSCVA President/CEO as presented. It was seconded by member Don Kornstein. **Motion carried unanimously.**

MOTION: Mark Sterbens made a motion to give Searchwide Global a flexible salary threshold, with a starting point comparable to the previous CEO's salary package. It was seconded by member Don Kornstein. **Motion carried unanimously.**

Member Mark Sterbens left the Board Meeting at 10:32: am

F2. Appointment of Board Member Pursuant to NRS 244A.601(1)(d)(1) Representing Air Service Establishments

Chair Lucey thanked Nata Carasali for his time and commitment to the RSCVA and the Airport Authority. He went on to say that Mr. Carasali has served us diligently and put in countless hours for the community.

Jennifer Cunningham thanked Mr. Carasali for his continued support to the RSCVA and the region.

Mayor Schieve thanked Mr. Carasali for being a grand champion for the region.

Nat Carasali thanked Mayor Schieve, Chair Lucey, and Ms. Cunningham for their kind words. He said, "arrivederci," or until we meet again.

Ben Kennedy stated that Item F2 is the appointment of Board Member pursuant to NRS 244A.601(1)(d)(1) representing the Air Service Establishments. He said that he would open the item for Board discussion; however, only the elected public official members would vote to appoint the representative from the Reno-Tahoe Airport Authority (RTAA). He added that this appointment would be a two-year term, effective as of July 1, 2020. Mr. Kennedy stated that the RTAA had nominated Jenifer Rose and Daniel Farahi.

Chair Lucey said that Mr. Farahi and Ms. Rose are excellent community leaders who are both dedicated to the betterment of the region.

MOTION: Chair Bob Lucey made a motion to appoint Daniel Farahi to the RSCVA Board of Directors pursuant to NRS 244A.601(1)(d)(1). It was seconded by Vice Chair Ed Lawson. **Motion carried unanimously.**

F2. Review, discussion, and possible action regarding revisions to RSCVA Harassment and Non-Discrimination Policies

Molly Rezac, Legal Counsel, drew the Board's attention to the revised harassment and non-discrimination policies presented in the board packet. She reminded the Board that the staff was asked to update the authority's policies as there was some concern about the proper procedures for complaints against the CEO. Ms. Rezac asked for the Board's approval on the revised policies as presented.

MOTION: Member Don Kornstein made a motion to adopt changes to the RSCVA Harassment and Non-Discrimination Policies as presented. It was seconded by member Andy Chapman. **Motion carried unanimously.**

G. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

None

H. COMMENTS FROM THE FLOOR BY THE PUBLIC

None

I. ADJOURNMENT

Meeting adjourned at 10:45 am.

RSCVA Monthly Snapshot: May 2020

Strategic Plan Priority #1: Visitor Growth & Awareness						
Marketing Goals	OVERALL VISITOR GROWTH		May'20	May'19	Y/Y%	Monthly Goal
	Visitor Volume		82,009	383,674	-78.6%	445,934
	# of Web Sessions - National Overall		34,266	221,329	-84.5%	221,329
	Number of Partner Referrals		1,489	5,080	-70.7%	5,080
	SF: Web Sessions		4,360	40,232	-89.2%	40,232
	LA Basin: Web Sessions		1,880	31,322	-94.0%	31,322
Sales Goals	MARKET PERFORMANCE/CASH OCCUPIED ROOMS					
	Washoe County Total					
	Room Inventory		314,686	721,578	-56.4%	724,678
	Cash Room Nights		76,613	294,377	-74.0%	324,618
	Comp Room Nights		4	69,808	-100.0%	-
	Overall Occupancy		58.6%	67.5%	-13.2%	71.7%
	Taxable Revenue		\$6,312,312	\$34,884,475	-81.9%	\$36,099,545
	A.D.R.		\$82.39	\$118.50	-30.5%	\$111.21
	Rev Par		\$30.19	\$53.71	-43.8%	-
	Gaming Win		-\$87,228	\$74,725,325	-100.1%	-
	Hotel Market Segment					
	Room Inventory		108,950	495,250	-78.0%	499,246
	Cash Room Nights		39,363	246,979	-84.1%	275,093
	Comp Room Nights		4	69,534	-100.0%	-
	Overall Occupancy		41.0%	66.3%	-38.2%	72.1%
	Taxable Revenue		\$3,842,429	\$31,290,026	-87.7%	\$32,821,340
	A.D.R.		\$97.62	\$126.69	-22.9%	\$119.31
	Rev Par		\$38.14	\$79.98	-52.3%	-
	AIRLIFT					
	Air Passengers		46,015	354,311	-87.0%	-
Strategic Plan Priority #2: Direct Room Night Growth						
Marketing	TOURISM SALES GOALS		May'20	May'19	Y/Y%	Monthly Goal
	Travel Wholesaler		38	1,022	-96.3%	-
	International/Domestic Receptive Operators		-	815	-100.0%	-
	Online Travel Agent		731	39,268	-98.1%	-
	Travel Agent		1,857	12,146	-84.7%	-
	Group Tour/Motorcoach		-	3,170	-100.0%	-
Sales Goals	Ski and Golf Production		-	892	-100.0%	-
	TENTATIVE SALES PIPELINE					
	# of Leads Issued		17	57	-70.2%	56
	# of Room Nights for Leads Issued		50,574	80,594	-37.2%	-
	# of Outstanding Leads in Sales Pipeline		312	336	-7.1%	-
	# of Room Nights in Sales Pipeline		562,621	556,029	1.2%	776,000
	PRODUCED ROOM NIGHTS					
	Gross Produced Room Nights		819	55,137	-98.5%	29,397
	*Net Produced Room Nights		-66,361	55,137	-220.4%	29,397
	Net Produced Room Nights % of Goal		-225.7%	187.6%	-220.4%	100%
	Convention Produced Room Nights		-25,696	19,981	-228.6%	16,600
	Sports Produced Room Nights		(41,100)	33,095	-224.2%	11,960
	RSLEC Produced Room Nights		435	2,061	-78.9%	837
	ACTUAL ROOM NIGHTS (RNs Realized This Month)					
	Groups/Conventions Actual Room Nights		-	11,361	-100.0%	5,352
	Sports Actual Room Nights		-	13,763	-100.0%	16,738
	Total Actual Room Nights		0	25,124	-100.0%	22,090
Strategic Plan Priority #3: Facility Efficiency						
GM Goals	OPERATING MARGIN		May'20	May'19	Y/Y%	Monthly Goal
	Reno-Sparks Convention Center		-\$227,690	\$80,480	-382.9%	\$41,417
	Reno Events Center		-\$108,859	-\$110,603	-1.6%	\$116,621
	National Bowling Stadium		-\$140,895	-\$188,449	25.2%	-\$10,339
	Reno-Sparks Livestock Events Center		-\$103,826	-\$143,955	27.9%	-\$145,926
Legend:						
Comparison of current actual to the monthly goal						
Green >= 95% of target						
Yellow 80-95% of target						
Red < 80% of target						
*Net reflects the definite cancellations of Interbike 2019 and 2020						

RSCVA Monthly Snapshot: Year-to-Date May 2020

Strategic Priority #1: Visitor Growth & Awareness						
Marketing Goals	OVERALL VISITOR GROWTH	FY 19-20	FY 18-19	YTD Target	Y/Y%	Annual Goal
	Visitor Volume	3,071,232	3,842,897	4,680,096	-20.1%	5,195,137
	# of Web Sessions - National Overall	2,352,816	2,523,069	2,523,069	-6.7%	2,865,968
	Number of Partner Referrals	84,473	56,530	56,530	49.4%	62,864
	SF: Web Sessions	482,358	498,543	498,543	-3.2%	567,741
	LA Basin: Web Sessions	366,141	349,710	349,710	4.7%	415,614
	MARKET PERFORMANCE/CASH OCCUPIED ROOMS					
	Washoe County Total					
	Room Inventory	6,768,512	7,862,123	7,935,456	-13.9%	8,666,216
	Cash Room Nights	2,533,119	3,153,954	3,249,588	-19.7%	3,636,161
	Comp Room Nights	641,505	778,601	789,878	-17.6%	-
	Overall Occupancy	65.0%	67.4%	66.7%	-3.6%	67.8%
	Taxable Revenue	\$297,289,906	\$364,127,992	\$375,120,954	-18.4%	\$418,607,365
	A.D.R.	\$117.36	\$115.45	\$115.44	1.7%	\$115.12
	Rev Par	\$49.66	\$51.64	-	-3.8%	-
	Gaming Win	\$630,850,936	\$785,495,988	-	-19.7%	-
	Hotel Market Segment					
	Room Inventory	4,413,974	5,326,664	5,456,346	-17.1%	5,953,476
	Cash Room Nights	2,064,301	2,656,565	2,750,965	-22.3%	3,084,157
	Comp Room Nights	638,840	775,532	786,960	-17.6%	-
Overall Occupancy	63.8%	66.7%	66.9%	-4.3%	68.4%	
Taxable Revenue	\$255,960,132	\$321,273,686	\$332,994,187	-20.3%	\$371,965,854	
A.D.R.	\$123.99	\$120.94	\$121.05	2.5%	\$120.61	
Rev Par	\$59.83	\$63.42	-	-5.7%	-	
AIRLIFT						
Air Passengers	3,279,786	3,901,344	-	-15.9%	-	

Strategic Priority #2: Direct Room Night Growth							
TOURISM SALES GOALS		FY 19-20	FY 18-19	Market Target	Y/Y%	Quarter Goal	
Marketing	Traditional Wholesaler	7,860	12,898	-	-39.1%	-	
	International/Domestic Receptive Operators	8,765	10,522	-	-16.7%	-	
	Online Travel Agent	374,465	462,594	-	-19.1%	-	
	Travel Agent	110,540	146,948	-	-24.8%	-	
	Group Tour/Motorcoach	17,836	34,452	-	-48.2%	-	
	Ski and Golf Production	8,371	11,856	-	-29.4%	-	
TENTATIVE SALES PIPELINE		FY 19-20	FY 18-19	YTD Target	Y/Y%	Annual Goal	
Sales Goals	# of Leads Issued	555	666	622	-16.7%	688	
	# of Room Nights for Leads Issued	669,683	896,823	-	-25.3%	N/A	
	# of Outstanding Leads in Sales Pipeline	312	336	-	-7.1%	N/A	
	# of Room Nights in Sales Pipeline	562,621	556,029	776,000	1.2%	776,000	
	PRODUCED ROOM NIGHTS						
	Gross Produced Room Nights	185,200	270,726	252,231	-31.6%	290,000	
	*Net Produced Room Nights	67,981	224,207	252,231	-69.7%	290,000	
	Net Produced Room Nights % of Goal	27.0%	100.0%	100.0%	-73.0%	100%	
	Convention Produced Room Nights	75,891	100,719	162,573	-24.7%	176,595	
	Sports Produced Room Nights	(19,623)	93,929	66,971	-120.9%	88,255	
	RSLEC Produced Room Nights	11,713	16,268	22,687	-28.0%	25,150	
ACTUAL ROOM NIGHTS (RNs Realized This Year)							
Groups/Conventions Actual Room Nights	136,373	163,304	151,749	-16.5%	159,366		
Sports Actual Room Nights	29,148	60,549	68,082	-51.9%	95,988		
Total Actual Room Nights	165,521	223,853	219,831	-26.1%	255,354		

Strategic Priority #3: Facility Efficiency						
OPERATING MARGIN		FY 19-20	FY 18-19	YTD Target	Y/Y%	Annual Goal
GM Goals	Reno-Sparks Convention Center	-\$2,297,811	-\$797,790	-\$1,128,821	-188.0%	-\$1,191,427
	Reno Events Center	-\$476,853	-\$178,828	-\$224	-166.7%	\$23,054
	National Bowling Stadium	-\$1,993,863	-\$1,743,543	-\$1,609,113	-14.4%	-\$1,618,639
	Reno-Sparks Livestock Events Center	-\$1,056,021	-\$800,520	-\$960,113	-31.9%	-\$1,038,304

Legend:

Comparison of current actual to the Year to Date Target

Green

>= 95% of target

Yellow

80-95% of target

Red

< 80% of target

***Net reflects the definite cancellations of Interbike 2019 and 2020**

Convention Monthly Snapshot: Year Over Year June 19/20

Convention Produced Room Nights	
June'20	-45,773
June'19	15,004
Y/Y%	-405.1%
June'20 Monthly Goal	37,769



**Reno-Sparks Convention & Visitors Authority
Fiscal Year 2019-20
Interim Financials**

May 2019-20



Reno-Sparks Convention and Visitors Authority
Fiscal Year 2019-20 Interim Financial
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**Consolidated Summary
Report of Operations
For the Month of May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY**

	May 2020				May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Revenues							
Room Tax Collections	\$ 563,101	\$ 3,113,586	\$ (2,550,485)	-81.9%	\$ 3,016,567	\$ (2,453,466)	-81.3%
Tourism Surcharge	113,506	438,779	(325,273)	-74.1%	442,826	(329,320)	-74.4%
City Center Tax	-	-	-	0.0%	-	-	0.0%
Facility Revenues							
Reno-Sparks Convention Center	(607)	414,650	(415,257)	-100.1%	568,275	(568,882)	-100.1%
National Bowling Stadium	341	291,390	(291,049)	-99.9%	9,448	(9,107)	-96.4%
Reno Events Center	2,032	335,998	(333,966)	-99.4%	94,035	(92,003)	-97.8%
Reno-Sparks Livestock Events Ctr	166	21,533	(21,367)	-99.2%	34,464	(34,298)	-99.5%
RSCVA Facilities	-	-	-	0.0%	-	-	0.0%
Wildcreek Golf Course	-	-	-	0.0%	(225)	225	-100.0%
Total Facility Revenues	1,932	1,063,571	(1,061,639)	-99.8%	705,997	(704,065)	-99.7%
Other Income	68,525	148,286	(79,761)	-53.8%	173,989	(105,464)	-60.6%
Total Revenues	\$ 747,065	\$ 4,764,222	\$ (4,017,157)	-84.3%	\$ 4,339,379	\$ (3,592,314)	-82.8%
Operating Expenses							
Payroll & Related	\$ 600,930	\$ 589,453	\$ 11,477	1.9%	\$ 519,249	\$ 81,681	15.7%
Supplies & Services	691,168	1,199,129	(507,961)	-42.4%	1,203,572	(512,404)	-42.6%
Travel & Entertainment	(23,852)	88,945	(112,797)	-126.8%	57,890	(81,742)	-141.2%
Promotion & Advertising	98,658	408,321	(309,663)	-75.8%	458,281	(359,623)	-78.5%
Special Projects	410,000	66,766	343,234	514.1%	36,079	373,921	1036.4%
Capital Outlay	-	5,653	(5,653)	-100.0%	12,245	(12,245)	-100.0%
Total Operating Expenses	\$ 1,776,903	\$ 2,358,267	\$ (581,364)	-24.7%	\$ 2,287,316	\$ (510,412)	-22.3%
Non Operating Expenses							
Debt Service	\$ 1,610	\$ 500	1,110	222.0%	\$ 23,551	\$ (21,941)	-93.2%
Incline Village/Cystal Bay Room Tax	1,757	80,450	(78,693)	-97.8%	75,108	(73,352)	-97.7%
Capital Improvements	51,469	300,000	(248,531)	-82.8%	209,346	(157,876)	-75.4%
Insurance	67,496	69,566	(2,070)	-3.0%	68,268	(772)	-1.1%
Contingency	-	-	-	0.0%	-	-	0.0%
Depreciation and Other	-	-	-	0.0%	-	-	0.0%
Total Non Operating Expenses	\$ 122,332	\$ 450,516	\$ (328,184)	-72.8%	\$ 376,273	\$ (253,941)	-67.5%
Total Expenses	\$ 1,899,235	\$ 2,808,783	\$ (909,548)	-32.4%	\$ 2,663,589	\$ (764,354)	-28.7%
Profit/(Loss)	\$ (1,152,170)	\$ 1,955,439	\$ (3,107,610)	-158.9%	\$ 1,675,791	\$ (2,827,961)	-168.8%

**Consolidated Summary
Report of Operations
Eleven Months Ending May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY**

	Period Ending May 2020				Period Ending May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Revenues							
Room Tax Collections	\$ 25,603,174	\$ 32,354,181	\$ (6,751,007)	-20.9%	\$ 31,431,959	\$ (5,828,785)	-18.5%
Tourism Surcharge	3,850,805	4,702,352	(851,547)	-18.1%	4,715,611	(864,806)	-18.3%
City Center Tax	-	-	-	0.0%	-	-	0.0%
Facility Revenues							
Reno-Sparks Convention Center	3,981,914	4,262,392	(280,478)	-6.6%	4,594,111	(612,197)	-13.3%
National Bowling Stadium	160,458	907,275	(746,817)	-82.3%	369,619	(209,161)	-56.6%
Reno Events Center	1,711,382	2,081,622	(370,240)	-17.8%	1,649,987	61,395	3.7%
Reno-Sparks Livestock Events Ctr	757,382	993,421	(236,039)	-23.8%	974,727	(217,345)	-22.3%
RSCVA Facilities	-	-	-	0.0%	6,435		
Wildcreek Golf Course	-	-	-	0.0%	5,827	(5,827)	-100.0%
Total Facility Revenues	6,611,136	8,244,710	(1,633,574)	-19.8%	7,600,706	(989,570)	-13.0%
Other Income	1,912,190	1,772,180	140,010	7.9%	2,055,533	(143,343)	-7.0%
Total Revenues	\$ 37,977,305	\$ 47,073,423	\$ (9,096,119)	-19.3%	\$ 45,803,809	\$ (7,826,504)	-17.1%
Operating Expenses							
Payroll & Related	\$ 6,424,114	\$ 6,488,144	\$ (64,030)	-1.0%	\$ 6,169,555	\$ 254,559	4.1%
Supplies & Services	13,890,968	13,461,349	429,618	3.2%	13,058,632	832,335	6.4%
Travel & Entertainment	507,154	988,127	(480,974)	-48.7%	741,677	(234,523)	-31.6%
Promotion & Advertising	6,480,646	11,130,655	(4,650,009)	-41.8%	8,341,054	(1,860,408)	-22.3%
Special Projects	1,199,841	1,469,300	(269,459)	-18.3%	1,474,362	(274,521)	-18.6%
Capital Outlay	31,659	62,183	(30,524)	-49.1%	94,483	(62,824)	-66.5%
Total Operating Expenses	\$ 28,534,380	\$ 33,599,758	\$ (5,065,378)	-15.1%	\$ 29,879,763	\$ (1,345,382)	-4.5%
Non Operating Expenses							
Debt Service	\$ 9,403,717	\$ 11,519,194	(2,115,477)	-18.4%	\$ 11,403,590	\$ (1,999,873)	-17.5%
Incline Village/Crystal Bay Room Tax	1,501,525	1,590,388	(88,863)	-5.6%	1,595,832	(94,307)	-5.9%
Capital Improvements	2,888,796	3,300,000	(411,204)	-12.5%	2,283,795	605,001	26.5%
Insurance	890,086	844,227	45,859	5.4%	847,346	42,739	5.0%
Contingency	-	-	-	0.0%	-	-	0.0%
Total Non Operating Expenses	\$ 14,684,123	\$ 17,253,809	\$ (2,569,686)	-14.9%	\$ 16,130,564	\$ (1,446,440)	-9.0%
Total Expenses	\$ 43,218,503	\$ 50,853,567	\$ (7,635,063)	-15.0%	\$ 46,010,326	\$ (2,791,823)	-6.1%
Profit/(Loss)	\$ (5,241,199)	\$ (3,780,144)	\$ (1,461,055)	-38.7%	\$ (206,517)	\$ (5,034,681)	-2437.9%

Consolidated Summary
Transient Lodging Tax Collections and Statistics
For the Month of May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

	May 2020				May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Room Tax Collections							
Lodging	432,527	2,391,595	(1,959,068)	-81.9%	2,317,073	(1,884,546)	-81.3%
Convention Center	130,574	721,991	(591,417)	-81.9%	699,494	(568,920)	-81.3%
Tourism Surcharge	113,506	438,779	(325,273)	-74.1%	442,826	(329,320)	-74.4%
Total Tax Collections	676,607	3,552,365	(2,875,758)	-81.0%	3,459,393	(2,782,786)	-80.4%
Room Statistics							
Taxable Room Revenues	6,312,312	36,099,545	(29,787,233)	-82.5%	34,884,475	(28,572,163)	-81.9%
Occupied Rooms-Cash	76,613	324,618	(248,005)	-76.4%	294,377	(217,764)	-74.0%
Average Rate - Cash	\$82.39	\$111.21	(\$28.82)	-25.9%	\$118.50	(\$36.11)	-30.5%
Occupied Rooms							
Cash	76,613	324,618	(248,005)	-76.4%	294,377	(217,764)	-74.0%
Comp	4	75,199	(75,195)	-100.0%	69,808	(69,804)	-100.0%
28 Day	107,823	119,753	(11,930)	-10.0%	122,981	(15,158)	-12.3%
Total Occupied Rooms	184,440	519,570	(335,130)	-64.5%	487,166	(302,726)	-62.1%
Percentage of Occupancy							
Cash	24.3%	44.8%	(20.5)	-45.8%	40.8%	(16.5)	-40.4%
Comp	0.0%	10.4%	(10.4)	-100.0%	9.7%	(9.7)	-100.0%
28 Day	34.3%	16.5%	17.8	107.9%	17.0%	17.3	101.8%
Total Percentage of Occupancy	58.6%	71.7%	(13.1)	-100.0%	67.5%	(8.9)	-13.2%

Consolidated Summary
Transient Lodging Tax Collections and Statistics
Eleven Months Ending May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

	Period Ending May 2020				Period Ending May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Room Tax Collections							
Lodging	19,666,206	24,851,763	(5,185,557)	-20.9%	24,143,389	(4,477,183)	-18.5%
Convention Center	5,936,968	7,502,418	(1,565,450)	-20.9%	7,288,570	(1,351,602)	-18.5%
Tourism Surcharge	3,850,805	4,702,352	(851,547)	-18.1%	4,715,611	(864,806)	-18.3%
City Center Tax	-	-	-	0.0%	-	-	0.0%
Total Tax Collections	29,453,979	37,056,533	(7,602,554)	-20.5%	36,147,570	(6,693,591)	-18.5%
Room Statistics							
Taxable Room Revenues	297,289,907	375,120,954	(77,831,047)	-20.7%	364,127,992	(66,838,085)	-18.4%
Occupied Rooms-Cash	2,533,119	3,249,588	(716,469)	-22.0%	3,153,954	(620,835)	-19.7%
Average Rate - Cash	\$117.36	\$115.44	\$1.92	1.7%	\$115.45	\$1.91	1.7%
Occupied Rooms							
Cash	2,533,119	3,249,588	(716,469)	-22.0%	3,153,954	(620,835)	-19.7%
Comp	641,505	789,878	(148,373)	-18.8%	778,601	(137,096)	-17.6%
28 Day	1,227,688	1,256,099	(28,411)	-2.3%	1,365,029	(137,341)	-10.1%
Total Occupied Rooms	4,402,312	5,295,565	(893,253)	-16.9%	5,297,584	(895,272)	-16.9%
Percentage of Occupancy							
Cash	37.4%	41.0%	(3.6)	-8.8%	40.1%	(2.7)	-6.7%
Comp	9.5%	10.0%	(0.5)	-5.0%	9.9%	(0.4)	-4.0%
28 Day	18.1%	15.8%	2.3	14.6%	17.4%	0.7	4.0%
Total Percentage of Occupancy	65.0%	66.8%	(1.8)	-2.7%	67.4%	(2.4)	-3.6%

**Consolidated Summary
Departmental Margins
For the Month of May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY**

	May 2020				May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Facilities							
Reno-Sparks Convention Center	(227,690)	41,417	(269,107)	-649.8%	80,480	(308,170)	-382.9%
National Bowling Stadium	(140,895)	(10,339)	(130,556)	-1262.7%	(188,449)	47,554	25.2%
Reno Events Center	(108,859)	116,621	(225,480)	-193.3%	(110,603)	1,744	1.6%
Reno-Sparks Livestock Events Ctr	(103,826)	(145,927)	42,101	28.9%	(143,955)	40,129	27.9%
RSCVA Facilities	-	-	-	0.0%	(21,078)	21,078	0.0%
Wildcreek Golf Course	-	-	-	0.0%	(39,271)	39,271	100.0%
Total Facilities	(581,270)	1,772	(583,042)	-32899.3%	(422,875)	(158,395)	-37.5%
Sales and Marketing							
Convention Sales	(560,446)	(350,213)	(210,233)	-60.0%	(306,765)	(253,681)	-82.7%
Tourism Sales	(23,749)	(129,328)	105,579	81.6%	(66,292)	42,543	64.2%
Marketing	(149,480)	(541,708)	392,228	72.4%	(527,228)	377,748	71.6%
Total Sales and Marketing	(733,675)	(1,021,249)	287,574	28.2%	(900,285)	166,610	18.5%
General and Administrative	(451,444)	(202,702)	(248,742)	-122.7%	(168,534)	(282,910)	-167.9%
Room Tax Revenues	563,101	3,113,586	(2,550,485)	-81.9%	3,016,567	(2,453,466)	-81.3%
Tourism Surcharge	113,506	438,779	(325,273)	-74.1%	442,826	(329,320)	-74.4%
Total Operating Margins	(1,089,782)	2,330,186	(3,419,968)	-146.8%	1,967,698	(3,057,480)	-155.4%
Capital and Debt Service	(62,389)	(374,747)	312,358	83.4%	(291,907)	229,518	78.6%
Total Departmental Margins	(1,152,170)	1,955,439	(3,107,610)	-158.9%	1,675,792	(2,827,962)	-168.8%

**Consolidated Summary
Departmental Margins
Eleven Months Ending May 2020
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY**

	Period Ending May 2020				Period Ending May 2019		
	Actual	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Facilities							
Reno-Sparks Convention Center	(2,297,811)	(1,128,821)	(1,168,990)	-103.6%	(797,790)	(1,500,021)	-188.0%
National Bowling Stadium	(1,993,863)	(1,609,115)	(384,748)	-23.9%	(1,743,543)	(250,320)	-14.4%
Reno Events Center	(476,853)	(224)	(476,629)	-213171.2%	(178,828)	(298,025)	-166.7%
Reno-Sparks Livestock Events Center	(1,056,021)	(960,112)	(95,909)	-10.0%	(800,520)	(255,501)	-31.9%
RSCVA Facilities	-	-	-	0.0%	(277,823)	277,823	0.0%
Wildcreek Golf Course	-	-	-	0.0%	(322,341)	322,341	100.0%
Total Facilities	(5,824,548)	(3,698,271)	(2,126,277)	-57.5%	(4,120,845)	(1,703,703)	-41.3%
Sales and Marketing							
Convention Sales	(4,442,701)	(5,425,886)	983,185	18.1%	(4,601,767)	159,066	3.5%
Tourism Sales	(936,408)	(1,281,526)	345,118	26.9%	(1,005,340)	68,932	6.9%
Marketing	(6,955,091)	(11,284,804)	4,329,713	38.4%	(8,986,078)	2,030,987	22.6%
Total Sales and Marketing	(12,334,200)	(17,992,216)	5,658,016	31.4%	(14,593,185)	2,258,985	15.5%
General and Administrative	(2,798,724)	(2,843,844)	45,120	1.6%	(2,501,662)	(297,062)	-11.9%
Room Tax Revenues	25,603,174	32,354,181	(6,751,007)	-20.9%	31,431,959	(5,828,785)	-18.5%
Tourism Surcharge	3,850,805	4,702,352	(851,547)	-18.1%	4,715,611	(864,806)	-18.3%
Total Operating Margins	8,496,507	12,522,202	(4,025,695)	-32.1%	14,931,878	(6,435,371)	-43.1%
Capital and Debt Service	(13,737,706)	(16,302,346)	2,564,640	15.7%	(15,138,396)	1,400,690	9.3%
Total Departmental Margins	(5,241,199)	(3,780,144)	(1,461,055)	-38.7%	(206,517)	(5,034,681)	-2437.9%

FY20-21 Recovery Plan



Mission Statement

The mission of the RSCVA is to attract overnight visitors to Reno Tahoe lodging properties through tourism marketing, convention sales and facility oversight, featuring local amenities, attractions and events; thereby enhancing the economic benefit and quality of life for Northern Nevada.

Approved Financial Policies

The following are suspended pending an increase in room tax collections:

- **General Fund Reserves:** Minimum 10% of expenditures.
- **Capital Reserve Account:** Reserve up to \$1 million.
- **Debt Sinking Fund:** 15% of room tax revenues in excess of \$22 million.
- **Rainy Day Fund:** Goal of \$1-2 million.
- **Annual Capital Funding:** 10% of all room tax collections up to \$2.5 million.
- **Air Service Fund:** \$1.5 million to support new airlift.

FY20-21 Operational Objectives

Objective #1: Sustain Operations.

- Reduce all possible expenses.
- Skeleton crew managing facilities unless used for emergency overflow.
- Do our part to keep people employed while extending the cash as far as possible.

Objective #2: Drive future business. Be ready for the rebound.

- Rebook as many groups as possible. Opportunistically pursue groups from other markets.
- Build marketing & tourism sales campaigns to launch immediately when travel is resumed.

Funding Priorities

As budget allows, the following will be re-funded in priority order:

1. **Marketing:** Augment current marketing budget.
2. **Air Service:** Support of airlift opportunities.
3. **Sales:** Booking incentives for events.
4. **Staffing:** Returning select positions from furlough to active duty.
5. **Capital:** Restart capital projects canceled in March 2020.

FY20-21 Recovery Plan



Marketing Priorities

1. **Update content** around meeting, convention and sports groups to highlight health, safety and new protocols
2. **Ramp up digital media and video advertising** using targeted messaging
3. **Actively partner with travel influencers** and brand partners, utilizing existing photography and written content
4. **Work with Decker/Royal** for direction on messaging and securing national placements
5. **Monitor local, national and international spread and containment of COVID-19**
6. **Promote safe, socially responsible travel messaging**
7. **Maintain strong stakeholder and journalist relationships**
8. **Host media for individual visits**
9. **Promote Reno's status as the "Best Small City" in America**
10. **Emphasize safety measures of destination including hotel partners** & share content with models following safety protocols
11. **Send personalized and targeted leisure emails** to regional and national markets
12. **Ongoing sales communications**, including M&C, sports and travel trade; keeping event planners and producers informed of the status of our destination, further supporting the efforts of our sales managers
13. **Analyze each 2020 funding-approved event**
14. **Develop a new strategy for special event funding**
15. **Collect Arrivalist, Visitor Profile Study and VOA data** to create a one-sheet informational summary

Convention Sales Priorities

1. **Work with ASM to secure groups** from other cities where new booking data are unavailable
2. **Extending concessions** based on two-year deals for existing contracted programs that need to cancel or postpone
3. **Produce and deploy a high volume of destination videos**—customized to audience (ongoing)
4. **Re-engage in New Account Solicitation / Account Reactivation**
5. **Leverage relationships** with Third Party / Association Management Companies
6. **Use Backyard / Destination Ambassadors / Local Legends** to help secure new groups—airport, UNR, mayor, etc.
7. **Engage prospects/opportunities** (>500RN) list created during outbreak phase.
8. **Virtual Site Inspections** (ongoing as hotels reopen)

Tourism Sales Priorities

1. **Develop "ready to launch" tourism sales programs** that are SMART and can be launched when travel ban and social distancing is lifted
2. **Create specific "first-to-market plans"** for respective 3rd party channels
3. **Develop internal no/low cost programming** in conjunction with marketing to have assets readily available for deployment



Building For Recovery

RSCVA FY20-21 Plan (6 Months)

Updated as of July 15, 2020

Our Mission

The mission of the RSCVA is to attract overnight visitors to Reno Tahoe lodging properties through tourism marketing, convention sales and facility oversight, featuring local amenities, attractions and events; thereby enhancing the economic benefit and quality of life for Northern Nevada.

Approved Financial Policies

The following are suspended pending an increase in room tax collections:

- **General Fund Reserves:** Minimum 10% of expenditure.
- **Capital Reserve Account:** Reserve up to \$1 million.
- **Debt Sinking Fund:** 15% of room tax revenues in excess of \$22 million .
- **Rainy Day Fund:** Goal of \$1-2 million.
- **Annual Capital Funding:** 10% of all room tax collections up to \$2.5 million.
- **Air Service Fund:** \$1.5 million to support new airlift.

FY20/21 Operational Objectives

Objective #1: Sustain Operations.

- Reduce all possible expenses.
- Skeleton crew managing facilities unless used for emergency overflow.
- Do our part to keep people employed while extending the cash as far as possible.

Objective #2: Drive future business. Be ready for the rebound.

- Rebook as many groups as possible. Opportunistically pursue groups from other markets.
- Build marketing & tourism sales campaigns to launch immediately when travel is resumed.

Funding Priorities

As budget allows, the following will be re-funded in priority order:

1. **Marketing:** Augment current marketing budget.
2. **Air Service:** Support of airlift opportunities.
3. **Sales:** Booking incentives for events.
4. **Staffing:** Returning select positions from furlough to active duty.
5. **Capital:** Restart capital projects canceled in March 2020.

Convention Sales 6-Month Outlook

Accomplishments

- **Worked with LVCVA & major LV properties to rebook dates** where new dates were unavailable (may be ongoing)
- **Created client confidence** through communication of increased safety & sanitation practices
- **Engaged clients who have programs canceling in other cities** to combine with fall programs they have in Reno Tahoe (ongoing)
- **Booked alternative groups** for dates where current groups have high probability of canceling (ongoing)
- **Evaluated contracted groups' space requirements** to determine options for reconfiguring space requests or moving to independent properties
- **Client outreach and engagement** to major stakeholder sales leaders to offer assistance (ongoing)
- **Prepared prospecting lists** for Recovery Phase (ongoing)
- **Launched outreach campaign** to new and dormant accounts
- **Provided up-to-date messaging** and info on the destination website
- **Hosted virtual gatherings** and scheduled events for every month (ongoing)
- **Launched group Bounce Back Program**
- **Created two Convention and Tourism videos** providing updates on hotels, safety, sanitation programs, airlift and facilities—hosted by Mike L. and Art J. (ongoing)
- **Identified virtual tradeshow**s to participate in based on quality of meeting planners, cost of participation and show format

6-Month Priorities

- **Work with ASM to secure groups** from other cities where new booking data are unavailable
- **Extending concessions** based on two-year deals for existing contracted programs that need to cancel or postpone
- **Produce and deploy a high volume of destination videos**—customized to audience (ongoing)
- **Re-engage in New Account Solicitation / Account Reactivation**
- **Leverage relationships** with Third Party / Association Management Companies
- **Use Backyard / Destination Ambassadors / Local Legends** to help secure new groups—airport, UNR, mayor, etc.
- **Engage prospects/opportunities** (>500RN) list created during outbreak phase
- **Virtual Site Inspections** (ongoing as hotels reopen)

Tourism Sales 6-Month Outlook

Accomplishments

- **Regular partner & client engagement** to stay connected virtually with major partners and clients to ensure relationships stay strong and intact
- **Offered support to local partners & non-local clients**
- **Pre-built promotions with hotels** to launch when they reopen
- **Partnered with contacts in feeder markets** to streamline communication
- **Proactively supported clients** with collateral showing off Reno Tahoe
- **Stayed up-to-speed with industry updates**—kept finger on pulse in regards to industry’s voice/message
- **Cleaned up customer databases** in Simpleview accounts
- **Held webinars** highlighting destination social distancing while “staying in place”
- **Targeted campaigns** via OTAs
- **Relaunched Sabre/GDS** programming promoting return visits
- **Targeted drive markets** to focus initial marketing

6-Month Priorities

- **Develop “ready to launch” tourism sales programs** that are SMART and can be launched when travel ban and social distancing is lifted
- **Create specific “first-to-market plans”** for respective 3rd party channels
- **Develop internal no/low cost programming** in conjunction with marketing to have assets readily available for deployment

Marketing 6-Month Outlook

Accomplishments

- **Optimized and created new content** to fit the current travel trends and sentiments to establish high search ranking
- **Implemented new pages** around Travel Advisories, Health & Safety, New Rules of the Trail, Social Distancing, Road Trips and other timely movements
- **Added virtual tours and experiences** for guests to experience the destination
- **Audit of all partner listings** to confirm establishments are open to visitors
- **Deployed digital advertising in drive markets**
- **Placed billboards** in SF, Sacramento and LA
- **Deployed digital and cable commercial spots** in the last two weeks of June in drive markets
- **Remained active on social media during shutdowns**, resulting in strong positioning in algorithms for rebound phase
- **Positioned as a trusted source of information** for residents and visitors
- **Personalized and targeted consumer emails** to regional (drive) and national markets
- **Emailed industry leaders** reporting RSCVA and community updates along with travel trends
- **Curated 360° interactive and virtual content** of our facilities and meeting spaces (ongoing)
- **Updated webpages** to reflect new meeting health and safety protocols and facility updates
- **Produced custom attendance-building videos** for meetings and convention clients

6-Month Priorities

1. **Update content** around meeting, convention and sports groups to highlight health, safety and new protocols
2. **Ramp up digital media and video advertising** using targeted messaging
3. **Actively partner with travel influencers** and brand partners, utilizing existing photography and written content
4. **Work with Decker/Royal** for direction on messaging and securing national placements
5. **Monitor local, national and international spread and containment of COVID-19**
6. **Promote safe, socially responsible travel messaging**
7. **Maintain strong stakeholder and journalist relationships**
8. **Host media for individual visits**
9. **Promote Reno's status as the "Best Small City" in America**
10. **Emphasize safety measures of destination including hotel partners** & share content with models following safety protocols
11. **Send personalized and targeted leisure emails** to regional and national markets
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