

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, July 22, 2021, at 9:00 a.m.
Reno-Sparks Convention and Visitors Authority
4065 S. Virginia Street, Board Room
Reno, Nevada**

**BOARD OF DIRECTORS:
Mayor Hillary Schieve, Chair**

Councilwoman Charlene Bybee
Mr. Andy Chapman
Commissioner Bob Lucey

Mr. Rick Murdock
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:

Evelyn Mount Northeast Community Center
Reno Municipal Court
Reno-Sparks Convention & Visitors Authority (RSCVA)
Washoe County Reno Downtown Library
RSCVA Website: www.rscva.com/public-meetings

Reno City Hall
Sparks City Hall
Washoe County Administration Bldg.
Online at <http://notice.nv.gov/>

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. 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, 4065 South Virginia Street, Suite 100, 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 OF THE JULY 22, 2021, BOARD OF DIRECTORS' MEETING

For possible action.

D. APPROVAL OF THE MINUTES OF THE MAY 27, 2021, REGULAR BOARD OF DIRECTORS' MEETING

For possible action.

E. APPOINTMENT OF BOARD MEMBERS/ELECTION OF CHAIR

E1. RSCVA Board Appointment of Nevada Resort Association (NRA) Board of Director's seat pursuant to NRS 244A.601(1)(d)(4)

The elected public official members of the Board of Directors will consider the appointment of a representative to the RSCVA Board nominated by the Nevada Resort Association (NRA). The nominee's appointment will become effective immediately. The NRA has submitted the following names for consideration:

Shannon Keel, General Manager, Grand Sierra Resort

Andrew Diss, Vice President Government Affairs, Grand Sierra Resort

For possible action.

E2. RSCVA Board Appointment of Reno Tahoe Airport Authority (RTAA) Board of Director's seat pursuant to NRS 244A.601(1)(d)(1)

The elected public official members of the Board of Directors will consider the appointment of a representative to the RSCVA Board nominated by the Reno Tahoe Airport Authority (RTAA). The nominee's appointment will become effective immediately. The RTAA has submitted the following names for consideration:

Jessica Sferrazza, Chair, Reno-Tahoe Airport Authority

Richard Jay, Secretary, Reno-Tahoe Airport Authority

For possible action.

E3. Election of the RSCVA Board Chair

The RSCVA Board of Directors will elect a Chair from among its elected public official members pursuant to NRS 244A.601 and 244A.605.

For possible action.

F. PRESENTATIONS

F1. Reno-Sparks Convention and Visitors Authority CEO Update

Charles Harris, President/CEO, will deliver an RSCVA update.

This is an information item. Not an action item.

F2. Destinations International Update

Don Welsh, President & CEO, Destinations International, will give the Board of Directors an update on the destination marketing and management industry.

This is an information item. Not an action item.

F3. Legislative Update

A representative of the law firm of Black & Wadhams will provide an update regarding the recent Legislative Session and issues of interest to the RSCVA. The Board of Directors may discuss and provide direction regarding legislative issues as may be deemed by the Chair or Board of Directors to be of critical significance to the RSCVA.

For possible action.

F4. Legal Counsel Update

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

This is an information item. Not an action item.

F5. Proposed FY 21-22 Annual Plan.

The Board is being asked to give direction to staff regarding the strategic objectives and goals of the RSCVA. The RSCVA Board may take action to approve and/or modify all or any portion of the FY 2021-2022 annual plan and goals for the organization.

For possible action

F6. RSCVA President/CEO Goals & Objectives for FY 2021/2022

Rick Murdock, Chair - Executive & Legislative Committee, will present the RSCVA President/CEO's proposed goals and objectives for the Fiscal Year 2021/2022. The Board of Directors is begin asked to review, discuss, and possibly approve and/or revise and approve the President/CEO Goals and Objectives for the Fiscal Year 2021/2022.

For possible action.

G. BOARD MATTERS

G1. Review, discussion and possible action for a new contract with the Porter Group

The Board is being asked to review and approve a contract with the Porter Group for Federal government affairs work in an amount not to exceed sixty thousand dollars (\$60,000).

For possible action.

G2. Truckee River Improvement Project

Mayor Schieve will lead a discussion regarding the Truckee River improvement project. The Board is being asked to discuss and provide direction to staff regarding potential for future involvement of the RSCVA in the Truckee River improvement project.

For possible action.

G3. Downtown Facilities Committee

Mayor Schieve will lead a discussion regarding the recently formed RSCVA Downtown Facilities Committee. The Board is being asked to discuss and provide direction to staff regarding the future activities of such Committee.

For possible action.

G4. Development Fund Discussion

Board member Rick Murdock will lead a discussion regarding the potential formation of a development fund for the purpose of funding future RSCVA events. The Board is being asked to discuss and provide direction to staff regarding the future formation of such a Fund.

For possible action.

G5. Authorization for the issuance of a request for proposal for the professional management and operation of the National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center, and the Reno-Sparks Livestock Events Center.

The current Management Agreement in place for the professional management of the National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center, and the Reno-Sparks Livestock Events Center expires June 1, 2022. In anticipation of the expiration of the current Management Agreement, the Board is being asked to discuss and provide direction to staff regarding the issuance of a request for proposals for the management of the foregoing facilities upon the expiration of the term of the current Management Agreement.

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

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.

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
775-827-7618



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**Reno-Sparks Convention & Visitors Authority
Regular Meeting of the Board of Directors
Meeting Minutes
May 27, 2021**

The Regular Meeting of the Board of Directors of the Reno-Sparks Convention & Visitors Authority met at 9:00 am, May 27, 2021, 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

A1. Call to Order

Chair Schieve called the meeting to order at 9:00

A2. Pledge of Allegiance

Member Mark Sterbens led the Pledge of Allegiance

A3. Roll Call

The Clerk of the Board took roll call. All Board Members were present.

Board Members Present:

Mayor Hillary Schieve, Chair
Ann Silver, Vice Chair
Mark Sterbens, Secretary/Treasurer
Councilwoman Charlene Bybee
Andy Chapman
Daniel Farahi
Shannon Keel
Commissioner Bob Lucey
Rick Murdock

RSCVA Executive Staff Present:

Charles Harris, President & CEO
Michael Larragueta, Vice President of Sales
Courtney Jaeger, Vice President of Finance
Art Jimenez, Executive Director of Tourism Sales
Christina Erny, Director of Marketing
Ben McDonald, Director of Communications
Julie Williams, Human Resources Manager

RSCVA Legal Counsel:

Ben Kennedy, Dickinson Wright
Molly Rezac, Ogletree, Deakins, Nash, Smoak & Stewart

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

None

C. APPROVAL OF THE AGENDA OF THE MAY 27, 2021, REGULAR MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the agenda as presented.

Moved by: Mark Sterbens

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

D. APPROVAL OF MINUTES OF APRIL 27, 2021, SPECIAL MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the meeting minutes as presented.

Moved by: Councilwoman Bybee

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

E. PRESENTATIONS

E1. Legislative Update

Jesse Wadhams, Black & Wadhams provided an update regarding the current Legislative Session and issues of interest to the RSCVA. He stated that there would most likely be at least two special sessions, including budget items and redistricting. In addition, Mr. Wadhams discussed Senate Bill 386 sponsored by Senator Nicole Cannizzaro, which relates to hospitality employees laid-off due to COVID-19. It covers event centers in Washoe and Clark counties and creates a right to return. Any laid-off employee has the right to return based on seniority as jobs re-open. Mr. Wadhams said that Assembly Bill 363 relates to transient lodging (Airbnb and VRBO), requiring the governing bodies to establish requirements relating to residential units as transient lodging; therefore, subject to transient lodging tax. However, this bill has been amended and only applies to Clark County. Mr. Wadhams also addressed Assembly Bill 435. This bill relates to taxation, expanding the exemption from the commerce tax for tradeshow. He said that this bill is now on the Governor's desk.

E2. Legal Counsel Update

Ben Kennedy, RSCVA Legal Counsel, informed the Board that the RSCVA had been named as a defendant in a personal injury lawsuit involving the Wild Sheep Conservation Foundation. He said that insurance is handling the case now, but He will keep the Board updated on the matter.

E3. Reno-Sparks Convention and Visitors Authority CEO Update

Charles Harris, President & CEO, delivered an RSCVA update. He began by discussing the "RE" campaign that launched and said that the RSCVA has different versions of this digital campaign in the market, in various segments, and online. In addition, he said that Christina Erny, Director of Marketing, is working with BVK on summer photoshoots that will encompass a wider target reach. Mr. Harris touched on the RSCVA Customer Advisory Board (CAB). Next, he discussed the launch of a digital pass program branded for Reno Tahoe in partnership with the Chamber of Commerce and added that the first pass is an Arts & Culture pass found on the Reno Tahoe website. Finally, Mr. Harris discussed summer travel trends as presented by US Travel.

E4. Charles Harris, President/CEO Goals & Objectives

Charles Harris presented the Executive and Legislative Committee recommendation for the President & CEO Goals and Objectives for the Fiscal Year 2020/21 and the proposed Goals and Objectives for the Fiscal Year 2021/2022. After a brief discussion, the Board took the following action:

Motion: Move to defer this agenda item for further review by the Executive & Legislative Committee. This item will appear on the July 22, 2021, Board of Directors meeting agenda.

Moved by: Shannon Keel

Seconded by: Commissioner Bob Lucey

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

F. MARKETING DIVISION

F1. 2021/2022 Special Events Partnership Funding Recommendation Award Allocations

Tasha Holloway, Special Events & Marketing Manager, presented the RSCVA's proposed funding allocation recommendations for 2021/2022 Special Events Funding.

Motion: Move to approve the RSCVA's proposed funding allocation recommendations for 2021/2022 special events funding.

Moved by: Andy Chapman

Seconded by: Councilwoman Bybee

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

F2. Review, discussion, and possible action for a new contract for website planning, marketing and website maintenance with Noble Studios, the existing website vendor

Christina Erny, Director of Marketing, presented this agenda item. She asked for the Board's approval to renew the annual contract with Noble Studios for website services for the fiscal year 2021/2022 in an amount not to exceed One Hundred Seventeen Thousand Eight Hundred Ninety-Six and No/100ths Dollars (\$117,896.00).

Motion: Move to approve the renewal of an annual contract with Noble Studios for website services for the fiscal year 2021/2022.

Moved by: Mark Sterbens

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

G. FINANCE DIVISION

G1. Public Hearing: Review and Adoption of the RSCVA 2021/2022 Fiscal Year Budget (Resolution 592)

Public Hearing was opened at 10:21 am. This Public Hearing was adequately noticed, and there were no public comments.

Dante Nicastro, Interim General Manager, ASM Reno, presented the ASM Global Reno Facilities 2021-2020 Budget Summary. After the presentation, Mr. Nicastro opened the meeting for questions.

Rick Murdock asked Mr. Nicastro for ASM's bottom-line loss expected for the facilities this year.

Mr. Nicastro said that this fiscal year's loss was approaching \$5M.

Shannon Keel asked for a side-by-side comparison of ASM's budget for 2018/19, 2019/20, and 2020/21. She also requested a copy of the ASM Budget presentation.

Courtney Jaeger, RSCVA Vice President of Finance, presented the RSCVA 2021/2022 budget, starting with the facility losses. Next, she displayed a graph that showed facility losses from 2016 to 2022. The chart showed the loss as \$3M for 2016, \$3.35 for 2017, and \$3.3 for 2018 while managed by the RSCVA. The graph also displayed a loss of \$4.2M for 2019 and \$6.58 for 2020 while managed by ASM Global. Finally, the chart showed ASM's projected loss of \$4.6M for 2021 and a budgeted loss of \$3.79 for 2022. Next, Ms. Jaegar continued with the President/CEO's Proposed Budget for the Fiscal Year 2021/22 and asked

Shannon Keel asked if ASM charged the same amount in management fees while the facilities were closed due to the COVID-19 pandemic.

Courtney Jaegar said yes, ASM charged \$398,000 in management fees during that time.

Mark Sterbens stated that the Facilities and Finance Committee recommended that Mr. Harris meet with the ASM every month.

Mayor Schieve asked if the budget included Cost Of Living (COLA) and merit increases.

Charles Harris answered by saying that the entire staff would receive a bonus, based on position, on June 18, 2021, and a COLA increase in July.

Motion: Move to approve the RSCVA 2021/2022 Fiscal Year Budget (Resolution #592) as presented by staff.

Moved by: Rick Murdock

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, Lucey, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

Commissioner Bob Lucey left the meeting at 11:00 am.

G2. Review and possible approval of the Reno-Sparks Convention and Visitors Authority Fiscal Year 2021-22 Property, Boiler & Machinery, Pollution Liability General Liability, Automobile, Umbrella, Workers' Compensation, Public Officials' Liability, Crime, and Cyber Liability, and associated Insurance Coverage

Courtney Jaeger, Vice President of Finance, presented this agenda item along with Brandon Lewis, Vice President, USI Insurance Services. She asked the Boards approval to obtain the following insurance policies: Property, General Liability, Automobile, Umbrella, Workers' Compensation, Public Officials' Liability, Crime and Internet Liability, and associated insurance coverage from staff's recommended carrier(s) at a cost not to exceed \$445,000.

Motion: Move to approve the RSCVA 2021/22 Insurance Coverage as presented by staff.

Moved by: Rick Murdock

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

G3. Public Hearing Regarding the Approval of Resolution 593 Adopting the Budget Augmentation for the Reno-Sparks Convention and Visitors Authority for Fiscal Year 2020-21

Public Hearing was opened at 12:01 am. This Public Hearing was adequately noticed, and there were no public comments.

Courtney Jaeger presented this agenda item. She asked for the Boards approval of Resolution #593, adopting a budget augmentation in the amount of \$608,153 for the General Fund and \$257,643 for the Debt Service Fund for the Reno-Sparks Convention and Visitors Authority for the Fiscal Year 2020-21.

Motion: Move to approve the Budget Augmentation (Resolution #593) as presented by staff.

Moved by: Mark Sterbens

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

G4. Discussion and possible approval to repair and upgrade the Lutron lighting system controls, with vendor Nelson Electric for a purchase amount not to exceed \$61,349 for the Reno Event Center and seek future reimbursement of the cost of from the City of Reno.

Courtney Jaeger presented this agenda item. She asked for the Board's approval to repair and upgrade the Lutron lighting system controls at the Reno Event Center, with vendor Nelson Electric, for a purchase amount not to exceed Sixty-One Thousand Three Hundred Forty-Nine and No/100ths Dollars (\$61,349.00).

Motion: Move to approve the repair and upgrade of the Lutron lighting system controls at the Reno Event Center.

Moved by: Ann Silver

Seconded by: Mark Sterbens

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

H. BOARD MATTERS

H1. Appointment of Member to Sparks Tourism Facility and Revitalization Steering Committee

The Board of Directors voted to appoint Charles Harris to the Sparks Tourism Facility and Revitalization Steering Committee.

Motion: Move to approve the appointment of Charles Harris to the Sparks Tourism Facility and Revitalization Steering Committee.

Moved by: Councilwoman Bybee

Seconded by: Mark Sterbens

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

H2. Appointment of Member to the Reno-Tahoe Airport Authority Board of Trustees to Represent Consumers of Services Provided at the Airport

The Board of Directors voted to reappoint Carol Chaplin for the RSCVA seat on the Reno-Tahoe Airport Authority Board of Trustees, pursuant to NRS 241.020 and Section 5, Subsection 3 of the Reno-Tahoe Airport Authority Act.

Motion: Move to approve the reappointment of Carol Chaplin for the RSCVA seat on the Reno-Tahoe Airport Authority Board of Trustees.

Moved by: Ann Silver

Seconded by: Rick Murdock

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

H3. RSCVA Board Appointment of Reno + Sparks Chamber of Commerce Board of Director's seat pursuant to NRS 244A.601(1)(d)(2)

The elected public official board members voted to reappoint Ms. Ann Silver as the Reno+Sparks Chamber of Commerce representative to the RSCVA Board. The appointment is effective July 1, 2021, and runs through July 1, 2023.

Motion: Move to approve the reappointment of Ann Silver as the Reno+Sparks Chamber of Commerce representative to the RSCVA Board.

Moved by: Mayor Schieve

Seconded by: Councilwoman Bybee

Aye: Mayor Schieve and Councilwoman Bybee

No:

Absent:

Abstain:

Vote: Motion passed unanimously

H4. Review, discussion, and possible action regarding the formation of a Downtown Facilities Committee.

Mayor Schieve discussed creating an RSCVA Downtown Facilities Committee. She added that this group would be comprised of RSCVA Board members and downtown stakeholders to address various issues pertaining to the downtown RSCVA facilities.

Ben Kennedy stated that this would be an advisory subcommittee to the RSCVA Board of Directors and subject to Nevada Open Meeting Law. He added that this committee would function like the current Executive & Legislative and Finance & Facilities Committee. Mr. Kennedy said that per RSCVA board policy, the committee is nonbinary. The RSCVA Chair would appoint the members of this committee that would include two members of the Board of Directors and local stakeholders.

Mayor Schieve asked for volunteers from the Board of Directors.

Motion: Move to approve the formation of an RSCVA Downtown Facilities Committee.

Moved by: Ann Silver

Seconded by: Mark Sterbens

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

H5. Amendment to Interlocal Agreement with Washoe County

Ben Kennedy gave the Board background information regarding the May 2003 Interlocal Agreement with Washoe County regarding the Reno Sparks Livestock Event Center (RSLEC). He stated that the RSCVA and Washoe County entered an Interlocal Agreement, which granted the RSCVA the right to undertake certain demolition and paving work at the Reno-Sparks Livestock Events Center complex. He added that the RSCVA completed the demolition work, but the paving work is still pending. The County now desires to perform the contemplated paving work at its expense, and the County has requested that the Interlocal Agreement be amended to so provide.

Motion: Move to approve the amended Interlocal Agreement with Washoe County as presented.

Moved by: Mark Sterbens

Seconded by: Ann Silver

Aye: Member Schieve, Silver, Sterbens, Bybee, Chapman, Farahi, Keel, and Murdock

No:

Absent:

Abstain:

Vote: Motion passed unanimously

G BOARD MEMBERS COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

Mayor Schieve asked to put the following items for discussion on an upcoming agenda:

1. Federal Funding and the Porter Group presentation
2. Hockey
3. RSCVA Employee Survey
4. River Rangers and the Truckee Riverfront
5. NBS Marketing Committee
6. List three significant conference goals for Board involvement
7. Development Fund for new events (i.e., creating a biking/outdoor event)
8. BVK presentation
9. Staff levels back to pre-pandemic levels.
10. RFP on the four facilities

H COMMENTS FROM THE FLOOR BY THE PUBLIC

None

I ADJOURNMENT

Meeting adjourned at 12:26 am.

RSCVA Monthly Snapshot: May 2021

| Strategic Plan Priority #1: Visitor Growth & Awareness | | | |
|--|--|--------------|--------------|
| MARKET PERFORMANCE/CASH OCCUPIED ROOMS | | May'21 | *Forecasted |
| Marketing | Washoe County Total | | |
| | Room Inventory | 645,405 | 687,146 |
| | Cash Room Nights | 263,067 | 249,558 |
| | Comp Room Nights | 70,135 | - |
| | Overall Occupancy | 68.1% | 65.1% |
| | Taxable Revenue | \$34,141,925 | \$20,897,405 |
| | A.D.R. | \$129.78 | \$83.74 |
| | Gaming Win | \$91,981,997 | - |
| | AIRLIFT | | |
| | Air Passengers | 302,403 | - |
| OVERALL VISITOR GROWTH | | May'21 | *Forecasted |
| Marketing | Visitor Volume | 322,688 | 318,230 |
| | # of Web Sessions - National Overall | 203,172 | - |
| | Number of Partner Referrals | 15,968 | - |
| | SF: Web Sessions | 27,320 | - |
| | Sacramento: Web Sessions | 24,996 | - |
| | LA Basin: Web Sessions | 39,844 | - |
| | | | |
| Strategic Plan Priority #2: Direct Room Night Growth | | | |
| Tourism | TOURISM SALES | May'21 | April '21 |
| | Wholesaler/ Receptive Operators | 2,437 | 1,313 |
| | Online Travel Agent | 39,756 | 34,213 |
| | Travel Agent | 12,304 | 11,894 |
| | Group Tour/Motorcoach | 928 | 1,110 |
| | Ski and Golf Production | 472 | 20 |
| | Total | 55,897 | 48,550 |
| Sales | TENTATIVE SALES PIPELINE | May'21 | *Forecasted |
| | # of Leads Issued | 27 | 41 |
| | # of Room Nights for Leads Issued | 20,389 | - |
| | # of Outstanding Leads in Sales Pipeline | 212 | - |
| | # of Room Nights in Sales Pipeline | 572,658 | 434,348 |
| | PRODUCED ROOM NIGHTS | | |
| | Gross Produced Room Nights | 4,924 | 9,241 |
| | Net Produced Room Nights | 3,268 | 9,241 |
| | Convention Produced Room Nights | 2,384 | 10,062 |
| | Sports Produced Room Nights | 884 | 4,413 |
| Legend: | | | |
| *Per approved annual forecast and capital budget | | | |

RSCVA Monthly Snapshot: Year-to-Date May 2021

| Strategic Priority #1: Visitor Growth & Awareness | | | | |
|--|--|---------------|---------------|--------------------|
| MARKET PERFORMANCE/CASH OCCUPIED ROOMS | | FY 20-21 | YTD Target | *Annual Forecasted |
| | Washoe County Total | | | |
| | Room Inventory | 6,913,574 | 7,472,824 | 8,153,274 |
| | Cash Room Nights | 2,317,438 | 1,915,282 | 2,215,508 |
| | Comp Room Nights | 677,947 | - | - |
| | Overall Occupancy | 60.4% | 49.9% | 51.8% |
| | Taxable Revenue | \$280,579,365 | \$166,413,242 | \$192,152,505 |
| | A.D.R. | \$121.07 | \$86.89 | \$86.73 |
| | Gaming Win | \$837,365,704 | - | - |
| AIRLIFT | | | | |
| | Air Passengers | 2,074,937 | - | - |
| OVERALL VISITOR GROWTH | | FY 20-21 | YTD Target | *Annual Forecasted |
| Marketing | Visitor Volume | 2,893,812 | 2,462,625 | 2,831,875 |
| | # of Web Sessions - National Overall | 1,782,951 | - | - |
| | Number of Partner Referrals | 100,193 | - | - |
| | SF: Web Sessions | 319,889 | - | - |
| | Sacramento: Web Sessions | 255,181 | - | - |
| | LA Basin: Web Sessions | 313,161 | - | - |
| Strategic Priority #2: Direct Room Night Growth | | | | |
| TOURISM SALES | | FY 20-21 | | |
| Tourism | Wholesaler/ Receptive Operators | 9,011 | - | - |
| | Online Travel Agent | 343,655 | - | - |
| | Travel Agent | 94,756 | - | - |
| | Group Tour/Motorcoach | 5,768 | - | - |
| | Ski and Golf Production | 3,194 | | |
| | Total | 456,384 | - | - |
| TENTATIVE SALES PIPELINE | | FY 20-21 | YTD Target | *Annual Forecasted |
| Sales | # of Leads Issued | 276 | 367 | 408 |
| | # of Room Nights for Leads Issued | 501,865 | - | - |
| | # of Outstanding Leads in Sales Pipeline | 212 | - | - |
| | # of Room Nights in Sales Pipeline | 572,658 | 434,348 | 434,348 |
| | PRODUCED ROOM NIGHTS | | | |
| | Gross Produced Room Nights | 157,584 | 167,266 | 176,507 |
| | Net Produced Room Nights | 83,940 | 167,266 | 176,507 |
| | Convention Produced Room Nights | 24,504 | 83,977 | 89,077 |
| | Sports Produced Room Nights | 59,436 | 83,289 | 87,430 |
| Legend: *Per approved annual forecast and capital budget | | | | |



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May 26, 2021

Charles Harris
President & CEO
Reno-Sparks Convention and Visitors Bureau
4001 S. Virginia Street, Suite G
Reno, NVC 89502

Dear Mr. Harris:

As you know, Shannon Keel's term is coming to an end effective July 2021 creating a vacancy in one of the Nevada Resort Association (NRA) seats on the Reno-Sparks Convention and Visitors Authority (RSCVA) Board of Directors. The Northern Nevada Members of the NRA met today and would like to reappoint Ms. Shannon Keel, General Manager at Grand Sierra Resort, to fill this vacancy and serve a new term beginning in July 2021. We respectfully request she be appointed to the RSCVA Board of Directors.

The alternate nomination for the NRA seat on the RSCVA Board of Directors is Mr. Andrew Diss, Vice President of Government Affairs, at Grand Sierra Resort.

Thank you in advance for your consideration of this request. Please let me know if you have any questions regarding the nomination.

Sincerely,

Virginia Valentine
President
Nevada Resort Association

cc: Shannon Keel
Andrew Diss



July 9, 2021

Charles Harris
President & CEO
RSCVA
P.O. Box 837
Reno, NV 89504

RE: Reno-Tahoe Airport Authority Submission for Trustee Appointment to the RSCVA Board

Dear Mr. Harris:

As you know, the Airport's current representative to the RSCVA Board is Daniel Farahi who is no longer serving on the RTAA Board.

The Reno-Tahoe Airport Authority Board of Trustees took action at their meeting today and submits the following two RTAA Trustees for consideration of appointment by the RSCVA Board as the new air service representative: Mr. Richard Jay, and Ms. Jessica Sferrazza. The Trustees may be contacted by email as follows:

Richard Jay at rjay@renoairport.com
Jessica Sferrazza at jsferrazza@renoairport.com

Please feel free to contact me if you have any questions regarding this submission.

Sincerely,

A handwritten signature in blue ink, which appears to read "Daren Griffin", is positioned above the printed name.

Daren Griffin, A.A.E.
President/CEO

cc: RTAA Trustees Jay and Sferrazza

FY21/22 Annual Plan

As of July 2021



STRATEGIC GOAL

FY21/22 RESULTS

KPIs

FY21/22 INITIATIVES

♦ Denotes CEO Goal

1

Room Night Generation

Recover total room night generation to 70% of pre-pandemic levels.

Conventions & Sports

Convention Room Nights ♦ 206,500 (Gross)

Free & Independent Travelers

Room Rev to Ad Spend \$70:\$1

Present 4 OTA programs & opportunities ♦ 4

Retain 80% of repeat groups.
Achieve 50% of contracted business is "new" or "re-intro" business.
Engage with ASAE's Alliance Partnership Program, MPI Regional Chapter Sponsorships and Third Party Preferred Partnerships with Helms Briscoe, Conference Direct and Envision.
Launch a CAB (Customer Advisory Board).
Promote booking incentives.
Implement targeted campaigns for Meetings, Conventions and Sports.

Develop co-op marketing programs to promote destination during traditionally need periods and on increasing booking windows farther out.
Deploy OTA joint marketing campaigns with Expedia and Priceline.
Deploy Sabre GDS campaigns promoting repeat visitations.

2

Destination Awareness & Access

Recover awareness & access to Reno-Tahoe to 2019 levels.

Marketing & Comm.

Paid Media Impressions 410M

Earned Media Reach 1.3B

Web Sessions ♦ 2.1M

Partner Referrals ♦ 88K

Social Community Size ♦ 260K

Air Lift

Air Service Support \$1M

Increase digital media and video advertising using targeted messaging.
Secure national media placements.
Implement new Personalization on VisitRenoTahoe.com.
Optimize content and schema script to increase rank for search results.
Host Social Media Influencers and media for individual visits.
Send personalized and targeted emails, both for leisure and convention travelers.

Support new and ongoing air service through funding, marketing efforts and RASC participation.
Promote new and increased air service to groups.

3

Organizational Sustainability

Establish a solid foundation for fiscal & organizational sustainability - financial, people, process, and structure.

Employees

Employee Engagement/ Satisfaction Benchmark

Establish employee engagement method and benchmarks.

Financial

Fiscal Year Budget ♦ +/- 5%

General Fund Balance 10% of expenditures

Capital Reserve Account Up to \$1M

Sinking Debt Fund Not Budgeted

Rainy Day Fund Up to \$2M

Annual Capital Funding \$1.5M

Closely monitor budget to actual and approach the Board with augmentations as performance allows.

4

Facility Management

Achieve the targeted facility operating margins within the approved FY21/22 budget.

Facilities

Total Facility Operating Loss ♦ (-) \$3,796,545 (-)

Complete capital projects budgeted for in FY21/22 w/in budget.
Provide regular updates to the Board on ASM facility management via the monthly CEO report.
Formalize the going-forward plan with ASM.

5

Community Engagement

Be a strong community partner.

Accreditation

Destination International Accreditation 90+ Items

Earn & maintain Destinations International Accreditation. ♦
Develop a community-driven, new 3-Year Strategic Plan. ♦
Create a community outreach and engagement program.

Events

Special Events Funding \$500,000

Develop new strategy for special event funding, focus on supporting new events.

Date: July 3, 2021
To: RSCVA Board of Directors
From: Charles Harris, President/CEO
Subject: **Fiscal Year 2021/22 CEO Goals, as approved by the Exec & Leg Committee on June 28, 2021**

| Strategic Goals | CEO Goal | FY 21/22 Target | Weighting | Process |
|---|---|--|------------|---|
| Goal #1: Room Night Generation | Increase produced group nights back to 70% of pre-pandemic levels. | 206,500 Produced Group Room Nights | 25% | Bonus calculated on following scale: If 206,500 room nights produced, full bonus for this goal awarded. If 206,499 to 190,000 room nights produced, 90% bonus for this goal awarded. If 189,999 to 180,000 room nights produced, 80% bonus for this goal awarded. If 179,999 to 170,000 room nights produced 70% bonus for this goal awarded. |
| | Produce 4 OTA/FIT programs and opportunities presented to hotels for needs quarters. | 4 programs | 10% | Bonus given if goal achieved. |
| Goal #2: Destination Awareness | Build unique Website sessions back to 2018/19 levels. | Total 2,100,000 sessions | 10% | Bonus calculated on following scale: If 2,100,000 users realized, full bonus awarded. If 2,199,999-2,150,000, 90% bonus for goal awarded. If 2,149,000-2,100,000, 80% bonus for goal awarded. If 2,099,999-2,050,000, 70% bonus for goal awarded. |
| | Increase web traffic referrals to partner sites back to 2018/19 levels. | Total 88,000 referrals | 5% | Bonus calculated on following scale: If 88,000 followers realized, full bonus for this goal awarded. If 87,999-87,000 90% bonus for this goal awarded. If 86,999-86,000, 80% bonus for this goal awarded. If 85,999-85,000 70% bonus for this goal awarded. |
| | Grow Social community size and followers. | Total 260,000 followers | 10% | Bonus calculated on following scale: If 260,000 followers realized, full bonus for this goal awarded. If 259,999-250,000 90% bonus for this goal awarded. If 249,999-240,000, 80% bonus for this goal awarded. If 239,999-230,000 70% bonus for this goal awarded. |
| Goal #3: Organizational Sustainability | Achieve the Board approved FY21/22 Budget , allowing for expense reductions & augmentations as needed. | +/- 5% of fiscal year budget achieved | 15% | Bonus given if goal achieved. |

| | | | | |
|-------------------------------------|--|--------------------------------------|------------|--|
| Goal #4 Facility Management | Achieve the approved facilities budget or better in FY21/22, with augmentations. | Budgeted number is \$-3,796,545 | 15% | Bonus given if goal achieved. |
| Goal #5 Community Engagement | Earn & maintain Destinations International Accreditation for RSCVA. | Accreditation received | 5% | Bonus given if goal achieved Earning this is based on a 93 best-in-class items to be completed. |
| | Develop a community-driven, new 3-Year Strategic Plan , based on a comprehensive destination assessment and national benchmark. | Strategic Plan approved by the Board | 5% | Bonus given if goal achieved. |

NOTE: The following will be considered as additions for FY22/23:

- **Support and help establish new special events.**
- **Bring New Conventions, New Business to the region.**

May 28, 2021

Charles Harris
President and Chief Executive Officer
Reno-Sparks Convention and Visitors Authority
4001 South Virginia Street
Reno, NV 89502

Re: Porter Group, LLC – Proposal and Letter of Engagement for Government Affairs Advocacy and Business Consultation Services

Dear Mr. Harris:

This proposal and letter of engagement sets forth a scope of work and other terms and conditions upon which Porter Group, LLC (“Porter Group”) proposes to provide government affairs advocacy and business consultation services to the Reno-Sparks Convention and Visitors Authority (RSCVA).

Porter Group is privileged to have represented the RSCVA in government lobbying and consulting services in the past. The prospect of re-engaging at this important moment in time presents an exciting and significant opportunity. Because of our firm’s close governmental and community connections within Nevada, we are passionate about helping the state and its communities with all available pathways to a successful future. The RSCVA is an essential component in the region’s success and we recognize the significant contributions and positive economic impacts that the RSCVA has delivered and will continue to deliver to northwestern Nevada as well as the state of Nevada. We would be honored to resume representation of the RSCVA.

In connection with this proposal and letter of engagement, Porter Group submits the following attachments:

Attachment 1: General overview, information and background of Porter Group

Attachment 2: Description of the core team members who will provide services to the RSCVA

Attachment 3: Porter Group Strategy Infographic describing the process and approach that Porter Group employs in representing clients

Objectives of the Engagement

The primary objective of this engagement would be to assist the RSCVA in strengthening its advocacy program in policy and legislative matters directly affecting travel and tourism as well as in related matters such as transportation, infrastructure, homeland security and safety. Additionally, Porter Group will help raise the visibility and leadership profile of the RSCVA in Washington, D.C. and educate key decision makers regarding the positive attributes of interests and projects supported by the RSCVA. As part of this proposal, Porter Group is prepared to work with the RSCVA to build strategic partnerships across the region, state and the country to align strategies and priorities, increase the impact of its advocacy and enhance business opportunities.

To assist in accomplishing these objectives, Porter Group will help the RSCVA establish and execute a plan for developing solid relationships with federal government officials in the U.S. Senate and House of Representatives as well as the Administration and its federal agencies. Porter Group will also assist the RSCVA in making the best use of beneficial federal programs and funding opportunities. In addition, Porter Group will utilize the access that its team members have to a large bi-partisan network of federal, state, regional relationships developed over the years with governments and government agencies, businesses and associations to enhance connections for the RSCVA in the development and strengthening of strategic partnerships and business opportunities.

Scope of Work to Meet the Above Objectives

Porter Group will:

- At the outset of the engagement, work with the RSCVA leadership to determine priority initiatives and projects taking into consideration external inputs such as statewide, regional and interstate priorities/projects and internal analysis with the RSCVA team, other consultants to:
 - Assess status of prior studies, reports, committee work, etc.
 - Review Nevada statewide and regional priorities
 - Review other related priorities and interests (e.g., CA and AZ related to I-11 and I-80, regional air traffic, etc.)
- Work with the RSCVA leadership to identify projects of interest and prioritize them. These may include (without exclusion):
 - Funding opportunities under the American Rescue Plan and other “stimulus” legislation
 - Customs clearance
 - Brand USA funding and/or board appointments
 - Economic Development Agency funding
 - FEMA-related grant funding
 - BRIC program (resilient infrastructure)
 - Transit security program
 - Homeland Security
 - Regional catastrophic preparedness program
 - Department of Transportation and other types of grants
 - Community Project Funding (previously “earmarks”)
 - Transportation/Infrastructure matters and initiatives relating to Interstate 80, Interstate 11, Federal Surface Transportation, projects arising from Washoe County regional transportation collaboration, partnership with Reno-Tahoe Airport (air service developments, etc.), emergency transportation routes special project designation and funding, FAST Act Reauthorization, Jolt Act, broadband buildout in collaboration with transportation entities, Moving First Act (smart cities transportation technology investment), Fuel tax and EV fees, etc.
 - STEP Act (pandemic-related tourism grants to sustain tourism)
 - STAT Act (traffic control and public transit on campuses such as medical and university)
- Help the RSCVA identify and coordinate collaborative efforts with state and regional entities that share interests with the RSCVA such as NDOT, the Washoe County RTC, the regional airport authorities and others to build mutual platforms for advocacy on the identified priorities. Help assess potential opportunities for collaboration and areas of potential challenge in relation thereto.

- Work with the RSCVA leadership to develop a strategic plan for building strategic relationships through the coordination of meetings (virtual or in-person as allowable) to educate U.S. House, U.S. Senate and Administration representatives about the RSCVA, its mission and policy/legislative priorities; raise the visibility and stature of the RSCVA; and make meaningful contacts with Members of Congress (MOCs) from tourism-focused states, etc.
 - Solidify relationships with the Nevada Delegation
 - Initiate a 2021 advocacy plan to make strategic contacts with key MOCs/staffs of the U.S. House and Senate and Biden Administration (to include Department of Transportation, Department of Commerce, etc.)
 - Initiate meetings with key MOCs/staffs of the U.S. House of Representatives and U.S. Senate Committees of Jurisdiction
- Help the RSCVA engage with representatives and groups in other settings to build relationships and establish a presence on issues of mutual interest
 - Assist in engaging with Interstate-11 Congressional Caucus (established by Porter Group in partnership with Vegas Chamber, includes MOCs in Nevada, California, and Arizona with Congresswoman Dina Titus as co-chair)
 - Assist in exploring the creation of a new Interstate-80 Congressional Caucus
 - Help coordinate virtual tours for MOCs to showcase the RSCVA and gain better understanding of mission, facilities, events, etc.
 - Assist the RSCVA in coordinating with its hosting of MOCs who are in the Reno - Sparks-Tahoe area for various meetings and conferences
 - Assist with RSCVA's involvement with DOT's National Advisory Committee on Travel and Tourism Infrastructure (NACTTI)
- Help the RSCVA create partnerships and build coalitions with critical national, regional, state and national allies in key external organizations:
 - National organizations such as the American Gaming Association, U.S. Travel Association, American Hotel and Lodging Association, Brand USA, U.S. Chamber, Airlines for America and other key travel and tourism organizations
 - State Societies in Washington, D.C. – e.g., Nevada State Society and others targeted to key Congressional committee members
 - Regional leaders like the Las Vegas Convention and Visitors Authority (LVCVA), as well as chambers of commerce, economic development organizations, league of cities and counties organizations, and others that promote a positive travel and tourism environment in support of the economy, economic development, jobs and the general well-being of Nevada's communities and citizens
- Consult with the RSCVA leadership regarding potential business connections designed to create commercial opportunities for the RSCVA and make relevant introductions
- In connection with the above, Porter Group will provide a full range of advocacy and consulting services including scheduling, coordination, strategic advice, advocacy, lobbying, periodic briefing of the RSCVA board, regular updates and communication with RSCVA staff leadership, preparation of supporting written materials including talking points and testimony, access to our office on Capitol Hill during meetings and fly-ins in Washington, D.C., and more

Term

The initial term of this Agreement shall commence on June 1, 2021 and terminate as December 31,

2022 ("Initial Term"). The parties may agree to extend this engagement upon completion of the Initial Term. The terms and conditions for any such extension shall be mutually agreed upon at the time of such extension. Either party may terminate this agreement upon thirty (30) days' prior written notification.

Fees and Expenses

For these services, the RSCVA agrees to pay Porter Group a monthly retainer, which will cover the fee for services as well as expenses, in the amount of \$10,000.00 per month, and the first payment shall be made upon execution of this Agreement. Porter Group will invoice for these services monthly, in advance, and payment is promptly due upon your receipt of the invoice.

Miscellaneous

The RSCVA agrees that this representation applies solely to the work described above, unless otherwise mutually agreed upon, and that Porter is not providing legal services and/or tax advice under this engagement.

Upon reviewing this letter, if it meets with your approval, please sign in the space provided below and return it to Porter Group with payment of the first monthly retainer amount. An invoice is attached for your convenience. We stand ready to help and appreciate the opportunity to be of service to the RSCVA. Please do not hesitate to contact me with any questions.

Sincerely,



Honorable Jon C. Porter
President and CEO, Porter Group

Agreed to by:

Charles Harris
President and CEO
Reno-Sparks Convention and Visitors Authority

Date: _____

Attachment 1

Overview of Porter Group

Porter Group is a bi-partisan strategic consulting and advocacy firm with business locations in Nevada and Washington, D.C. It has had and continues to build upon a strong presence and identity in Washington, D.C. with a base of operations near the United States Capitol and legislative office buildings. The firm provides a unique mix of expertise in legislative and regulatory solutions, public policy, government and legislative advocacy/lobbying, bi-partisan coalition building, business development and communications management services, and has personnel with the depth of experience and relationships to handle matters at all levels of government.

Porter Group was formed as a Nevada corporate entity by former Congressman Jon C. Porter in 2011. It was re-organized as a Nevada limited liability company in 2014 and has been operating as such to the present. There are currently 13 members of the Porter Group team, most of whom work primarily in federal matters from the Washington, D.C. office. Having enjoyed steady year-over-year growth in its client base since 2011, Congressman Porter has increased the firm's operations through the strategic hiring of exceptional, talented individuals, which has provided the opportunity to enhance and expand its services to clients. As a result, the firm has developed a core team of highly skilled policy experts and advocates, with bipartisan relationships. Additionally, Porter Group's philosophy and culture focuses on building long-term client relationships through its tenacious focus on obtaining successful results for clients and detailed attention to client service. Therefore, the company has been highly successful in retaining clients it has served for successive years, which has added to the firm's stability and growth.

Our approach is to work collaboratively with clients to assess and evaluate their objectives and develop strategic approaches to bring about government action. The firm accomplishes this through advocacy, legislation, education, and relationship and coalition building. This is a multi-dimensional effort consisting of strategy development and political, policy and technical consulting, combined with proactive advocacy and lobbying, utilizing the advantages of long-standing and bi-partisan relationships and newer ones that we are constantly developing.

Porter Group strives to develop long-term relationships with its clients. We are a critical "partner" in understanding a client's total needs to give us the maximum ability to anticipate where opportunities lie and stay well ahead of the curve in putting strategies into place. In the world of policy and politics, there are many points of intersection that need to be addressed if there is to be a complete representation of a client's interests, and timing is very important. The breadth of Porter Group's experience and relationships is local, regional, federal, nationwide and even international. By using every avenue and relationship to its advantage, Porter Group can design and connect the points of intersection in an efficient and more complete way to best serve a client's interest before the federal government and take advantage of opportunities in a timely manner.

The firm's culture is an important element of the service we provide to our clients and the successes we have helped them achieve. The special culture, broadly recognized by both its employees and its clients, is based on several core foundational principles: building connections with clients; taking time to understand the world in which they operate; and bringing a passion about getting things done with true and measurable results that have our clients' best interests at heart. Porter Group's greatest strengths are its ability to work collaboratively, closely and in frequent communication with clients to strategically assess, evaluate and develop public policy priorities and approaches; influence legislative and government action through advocacy; and help clients build relationships and partnerships with third parties to help advance their goals.

In furtherance of these major tenets, members of our firm possess strong policy backgrounds and deep institutional and current working knowledge of relevant issues. Porter Group maximizes an efficient use of its exceptional team skills and, importantly, utilizes the access that team members have to a large bi-partisan network of federal, state, association and business relationships developed over the years. Our team of bi-partisan government affairs specialists are extremely skilled and focused on problem solving and achieving positive outcomes for clients. Customer service is at the core of the firm's culture and every team member takes seriously the responsibility to understand a client's needs and be "on-call" accessible and responsive, and to proactively communicate, both verbally and in writing, as a part of providing excellent customer service.

Our culture and approach include another distinguishing element. With our row-house office on Capitol Hill, Porter Group has the infrastructure and resources to host Washington, D.C. events and our proximity enables us to handle fly-ins proficiently and efficiently to maximize the ability of our clients to interact with key federal decision makers. We also host regular events both in Washington, D.C. and in Nevada to connect government officials and business thought leaders to discuss issues of common relevance and build relationships. As it has in the past, and as the Covid-environment allows, Porter Group will continue to utilize these and other vehicles to create opportunities for the RSCVA and its leadership and members to meet with key decision makers, educate them about the RSCVA's priorities and positions, and enhance the presence of the RSCVA and its leadership in Washington, D.C.

A front-end approach and framework are essential to laying groundwork for the advocacy and lobbying effort. As such, when Porter Group takes on a client, it normally performs a joint assessment to develop a plan with targeted strategies, tactics and timelines to achieve desired outcomes. We then initiate the identified projects and prioritized plans, bringing our bi-partisan relationships to the table and using strategic lobbying approaches to implement plans and execute client strategies. Along the way, we continuously track progress and modify strategies as needed to align with desired outcomes.

Porter Group would propose a similar planning session at the outset of the new RSCVA engagement to identify federal priorities and refine a strategic action plan for the remainder of 2021 and moving into the second year of the two-year legislative cycle in 2022. This can be done quickly and efficiently given that Porter Group has an understanding of the RSCVA's agenda, with its considerable experience and involvement in matters concerning travel and tourism. Always, Porter Group will work with key legislative and government officials and their staffs, as well as applicable departments, agencies and White House personnel to advance the matters identified as objectives and priorities. Throughout, Porter Group will provide strategic guidance and play a key role in the overall advocacy/lobbying effort. Further, we will continue to provide political perspectives and policy analysis of relevant legislative matters, administration and agency activities, and hearings. Porter Group also will continue its practice of creating opportunities for the RSCVA and its leadership to strengthen visibility with government officials. *Please refer to the Porter Strategy infographic in Attachment 3 which illustrates the process and methodology discussed above.*

Attachment 2

Experience and Qualification of Porter Group Team Members

The RSCVA will have access to any member of the Porter team, as needs dictate. However, we propose that a core team of individuals be primarily responsible for working with the RSCVA during the term. They are the Honorable Jon Porter, President/CEO; Major General (ret.) Robert Herbert, Senior Vice President; Stephanie Walker, Vice President; Chris Porter, Senior Vice President; Anna Leieritz, Director of Public Policy and Legislation; Rachel Layher, Director of Operations; Cameron Gresh, Senior Legislative Assistant.

Each one of these individuals has extensive experience working both within the federal government and in the private sector, and a strong connection to Nevada as well. In their individual capacities, the combined team has been involved in virtually every federal issue touching the Nevada government and business communities over the past couple decades. They each work every day to preserve and nurture solid bipartisan relationships within Congress, federal administrative and regulatory agencies, the White House and/or associations and organizations relevant to the RSCVA's operations.

It is notable that Porter Group team members have a depth of experience in travel and tourism matters and an understanding of the types of matters and decision-making affecting convention and visitors authorities. For example, Congressman Porter and Kristin McMillan Porter both served on the board of the LVCVA for a number of years and Congressman Porter served as the chairman of Las Vegas Events for over a decade. While in Congress, he served as the co-chairman of the U.S. Congressional Tourism and Travel Caucus. In this role, he worked in a continuously in a bipartisan manner to attract close to 100 Members of Congress to join the coalition. He was also instrumental in the introduction and passage of the Travel Promotion Act of 2009 (generated through hearings in 2007-2008 and passed in 2009, later known as "Brand USA") which created the Corporation for Travel Promotion, a public-private partnership that still exists today and promotes tourism in the United States. In addition, Congressman Porter was instrumental in the passage of legislation that secured a tourism position in the Department of Homeland Security. Also, as a former Councilman, Mayor and State Senator in Nevada, he has worked on countless policy matters and laws affecting the travel and tourism sector throughout his entire career.

The following are brief summaries of the skills and expertise of the core team for RSCVA representation, demonstrating that Porter Group is qualified to provide a high level of services and has worked successfully on many projects and engagements that would relate to the RSCVA's federal agenda.

Congressman Jon Porter's trademark always has been bipartisan relationship and coalition building whether in business, policy or politics. He has built a sizable network of relationships and connections, which provides access to a large group of decision makers at the highest level of business, government and political leadership, no matter what political party. As a former member of the U.S. House of Representatives, he served on the powerful Committee on Ways and Means and the Transportation and Infrastructure Committee and its Subcommittees on Aviation and Rail. He was also the Chairman of the Subcommittee on the Federal Workforce and served as Co-Chairman of the U.S. Congressional Travel and Tourism Caucus. Congressman Porter accomplished many successful projects for Nevada, including improvements in and funding for air traffic control, transportation, construction and other projects. Importantly, the RSCVA will benefit greatly from Congressman Porter's knowledge of Washington, D.C. systems and his bi-partisan network of local, state, regional, national and international relationships with key business leaders, government and elected officials, government agencies, and decision-makers within Congress and the federal government, as well as inside and outside of Nevada. Congressman Porter handles all manner of work in areas such as technology, travel and tourism, transportation, public lands, infrastructure, aviation, insurance, healthcare, energy, defense, education, media and communications,

and gaming, on behalf of domestic and international businesses as well as public agencies and professional organizations, including local governments, regional transportation agencies, airports, convention and visitors authorities, business and trade associations, and non-profits. Congressman Porter will identify opportunities for participation in strategic meetings and hearings in D.C., including speaking or testimonial opportunities for RSCVA leadership. He will also remain very involved in the development of federal strategies to execute the RSCVA's issues of priority and identify bill sponsors and other legislative leaders who can help carry out the RSCVA's objectives and will provide strategic, political guidance based on his many years of experience inside the political arena.

Major General Robert Herbert is the senior policy and legislative leader for Porter Group. He works with a wide variety of clients, utilizing his forty-two-plus years' experience in defense, energy, travel and tourism, transportation, aviation, homeland security, workforce and veterans' issues. Having served as Senior Advisor to Democratic Leader Harry Reid for twenty years, including as Director of Appropriations, Major General Herbert brings an unrivaled expertise in the federal legislative process. As Director of Appropriations for the Senator, he oversaw all twelve federal spending bills as well as key authorization bills that require regular renewal such as Defense, Federal Aviation Administration and Surface Transportation. He has built deep working relationships within all federal agencies.

Stephanie Walker is responsible for policy development, legislative strategy, implementation and advocacy, with a specific focus on creating and overseeing projects that relate to the United States Congress and the Administration including federal administrative agencies. In this role, she performs legislative drafting, Congressional and agency collaboration, and provides beneficial policy and political expertise. As a former Legislative Director for Congressman Amodei from Nevada, Stephanie has exceptional depth as a policy and legislative affairs professional with several years of experience working in areas of transportation, public lands, natural resources, taxes, health care and technology. In her tenure with the Congressman, who has served on the House Appropriations Committee, she aided in many legislative victories including securing millions of dollars in funding for numerous projects and programs to benefit local governments and public agencies in Nevada. As a result, she has significant expertise in the appropriations process, federal legislative process and oversight and has invaluable connections with key staff members on both sides of the aisle and in the Administration.

Chris Porter brings extensive knowledge to Porter Group's labor, health care, education, financial services transportation and infrastructure practices. He works directly with city, state, and federal lawmakers, government agencies, and public affairs professionals. Chris also enjoys relationships with many state and national associations, has worked with clients extensively in northwestern Nevada, and has worked on federal issues such as transportation, travel and infrastructure, labor, healthcare, education and census issues. Chris is knowledgeable on policy matters that are important to the RSCVA and is accomplished in developing and executing legislative and administrative plans.

Rachel Layher, as Director of Operations, is responsible for planning and execution of client fly-ins (both in-person and virtual), including scheduling meetings and executing events ranging in size from a few individuals up to groups of well over 100. With extensive experience working for Members of Congress on Capitol Hill, she built many contacts and relationships on the Hill and within D.C. which is why is an expert scheduler of meetings with Members of Congress (within the Nevada Delegation and in other states) and their staffs, as well as officials within the Executive branch including federal agencies. Rachel also brings extensive experience in incorporating elected officials into events – determining how best to make the request, what information and materials the elected officials and their staff will need in order to make decisions regarding attendance, and what needs to be provided to their teams in the days leading up to and during an event.

Anna Leieritz is responsible for policy development, legislative strategy, implementation, and advocacy, with a specific focus on creating and overseeing projects that relate to the United States Congress and the Administration including federal administrative agencies. In this role, she performs legislative drafting, Congressional and agency collaboration, and provides beneficial policy and political expertise. As a former Legislative Director and Committee staff for two Congressional Committees, Anna has exceptional depth as a policy and legislative affairs professional with several years of experience working in areas of technology, transportation, small business, and executive oversight.

Anna relies on her extensive educational background, as well as significant experience in D.C., to advise clients on the inner workings of Capitol Hill and the Administration. She has spent a significant part of her career specializing in executive oversight and leadership. In her time with Porter Group, she has handled a variety of matters with a special focus on transportation and advising on strategic relationships and paths forward for obtaining federal funds, especially for local governments and government agencies.

Cameron Gresh utilizes superior research and analytical skills to serve Porter Group's clients through the production of timely and focused legislative research in policy areas of interest. Issues affecting Nevada's municipal governments and government agencies are his primary area of focus with a special expertise in providing real-time information and up-to-date federal policy research, as well as research on grant funding opportunities and federal appropriations. Through consistent communication with federal decision-makers regarding legislation and regulations that may impact municipalities, Cameron ensures that public-sector clients are kept abreast of all federal developments concerning state and local governments. Cameron also develops briefing materials on federal legislation, monitors Congressional Committees for hearings and markups on pertinent bills, engages with Congressional staff to communicate clients' policy goals and immediate federal needs, and facilitates communication with federal agencies on legislative and regulatory issues.

Attachment 3

Porter Group Strategy Infographic

