

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, September 23, 2021, at 9:00 a.m.
Reno-Sparks Convention and Visitors Authority
4065 S. Virginia Street, Board Room
Reno, Nevada**

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

Mayor Hillary Schieve
Councilwoman Charlene Bybee
Mr. Andy Chapman
Ms. Shannon Keel

Mr. Rick Murdock
Ms. Ann Silver
Ms. Jessica Sferrazza
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 SEPTEMBER 23, 2021, BOARD OF DIRECTORS' MEETING

For possible action.

D. APPROVAL OF THE MINUTES OF THE SEPTEMBER 1, 2021, SPECIAL BOARD OF DIRECTORS' MEETING

For possible action.

E. PRESENTATIONS

E1. Brand USA Update

Chris Thompson, President & CEO, Brand USA, will give the Board of Directors an update on international visitation to the United States.

This is an information item. Not an action item.

E2. City Rivals Esports Presentation

Adam Rosen, Founder of Rally Cry, and Tom McClimon, Managing Director of the Mayors Esports Network for the US Conference of Mayors, will give a presentation on City Rivals, a city-based corporate esports league.

This is an information item. Not an action item.

E3. 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.

F. BOARD MATTERS

F1. Facilities Review

The Board is being asked to give further direction to staff regarding the 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 with ASM Global for the management of the foregoing facilities expires on 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 future management of the facilities, which may include taking action to (i) direct staff to issue a request for proposals for the management of all or a combination of the facilities; (ii) bring the management of all or a combination of the facilities in-house; (iii) give staff further direction regarding potential renewal of the current Management Agreement; or (iv) any combination of the foregoing.

For possible action

F2. Increase President/CEO Signature Authority

The Board is being asked to review, discuss and possibly approve an increase in the signature authority of the President/CEO when entering into contracts with third parties. The existing policy permits the President/CEO to execute contracts involving the expenditure of RSCVA funds of up to Fifty Thousand Dollars (\$50,000) without the necessity of obtaining Board authorization. The Board is being asked to approve an increase in signature authority to allow the President/CEO to execute third-party contracts involving the expenditure of RSCVA funds of up to One Hundred Thousand Dollars (\$100,000) without the necessity of obtaining Board authorization.

For possible action

F3. Performance Review

The Board will conduct an evaluation of President/CEO Charles Harris' performance for the Fiscal Year 2020-2021. In connection therewith, and pursuant to Mr. Harris' contract of employment, the Board will discuss, consider, and may take possible action to award a bonus in an amount not to exceed Fifty-Seven Thousand Seven Hundred Seventy-Six Dollars (\$57,776) and/or award a merit increase in Mr. Harris' annual base salary.

For possible action

G. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

This is an information item. Not an action item.

H. 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

**Reno-Sparks Convention & Visitors Authority
Special Meeting of the Board of Directors
Meeting Minutes
Wednesday, September 1, 2021**

The Special Meeting of the Board of Directors of the Reno-Sparks Convention & Visitors Authority met at 9:00 am, September 1, 2021. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

A1. Call to Order

Chair Bob Lucey called the meeting to order at 9:00.

A2. Pledge of Allegiance

Chair Bob Lucey led the Pledge of Allegiance.

A3. Roll Call

The Clerk of the Board took roll call.

Board Members Present:

Councilwoman Charlene Bybee
Andy Chapman
Commissioner Bob Lucey
Rick Murdock
Mayor Hillary Schieve
Jessica Sferrazza
Ann Silver
Mark Sterbens

Board Members Absent:

Shannon Keel

RSCVA Executive Staff Present:

Charles Harris, President & CEO
Michael Larragueta, Vice President of Sales
Courtney Jaeger, Vice President of Finance
Christina Erny, Director of Marketing

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 SEPTEMBER 1, 2021, SPECIAL MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the agenda as presented.

Moved by: Jessica Sferrazza

Seconded by: Andy Chapman

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

No:

Absent: Keel

Abstain:

Vote: Motion passed unanimously

D. APPROVAL OF MINUTES OF AUGUST 19, 2021, MEETING OF THE BOARD OF DIRECTORS

Motion: Move to accept the amended minutes of the August 19, 2021, Board of Directors meeting as presented to the Board.

Moved by: Charlene Bybee

Seconded by: Ann Silver

Aye: Member Bybee, Lucey, Murdock, Schieve, Sferrazza, Silver and Sterbens

No:

Absent: Keel

Abstain: Chapman

Vote: Motion passed unanimously

E. BOARD MATTERS

E1. Review, discussion, and possible action regarding Temporary Facility Usage in Times of Poor Air Quality

Chairman Lucey opened this agenda item and asked Ben Kennedy to elaborate.

Ben Kennedy stated that the intent here is to allow youth sports teams to temporarily utilize the Reno-Sparks Convention Center and Reno Events Center for practice during times of poor air quality. It would be on a first-come, first-serve basis subject to availability. Mr. Kennedy suggested that the Board authorize the Chair to work with staff to create a Booking Policy to clarify the parameters of the usage and eligibility. He further stated that the teams could use the facilities free of charge, and the RSCVA would pick up the cost utilities, etc., in the amount not to exceed \$150,000.

Motion: Move to approve the temporary usage of the Reno-Sparks Convention Center and Reno Events Center by local youth sports teams (with liability insurance) for practice during periods of poor air quality when outdoor practice is not possible.

Moved by: Rick Murdock

Seconded by: Jessica Sferrazza

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

No:

Absent: Keel

Abstain:

Vote: Motion passed unanimously

Motion: Move to approve authorization the Board Chair to work with staff to devise a Booking Policy.

Moved by: Mark Sterbens

Seconded by: Rick Murdock

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

No:

Absent: Keel

Abstain:

Vote: Motion passed unanimously

G BOARD MEMBERS COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

None

H COMMENTS FROM THE FLOOR BY THE PUBLIC

None

I ADJOURNMENT

Meeting adjourned at 10:15 am.

To view the full meeting recording, please visit the RSCVA Board of Directors Meeting YouTube page at:
<https://www.youtube.com/watch?v=GvPXMcrCtmU&t=7732s>



**Reno Sparks Convention and
Visitors Authority**

Scorecard & Interim Financials

RSCVA Monthly Snapshot: July 2021

Strategic Plan Priority #1: Visitor Growth & Awareness			
MARKET PERFORMANCE/CASH OCCUPIED ROOMS		July'21	Forecasted
Marketing	Washoe County Total		
	Room Inventory	667,314	649,765
	Cash Room Nights	332,717	321,386
	Comp Room Nights	74,189	-
	Overall Occupancy	76.9%	78.9%
	Taxable Revenue	\$53,859,311	\$38,407,911
	A.D.R.	\$161.88	\$119.51
	Gaming Win	\$100,040,855	-
	AIRLIFT		
	Air Passengers	438,168	-
OVERALL VISITOR GROWTH		July'21	July'20
Marketing	Visitor Volume	382,167	258,260
	# of Web Sessions - National Overall	194,313	88,098
	Number of Partner Referrals	22,102	5,694
	SF: Web Sessions	29,928	17,234
	Sacramento: Web Sessions	29,743	16,093
	LA Basin: Web Sessions	29,875	10,907
Strategic Plan Priority #2: Direct Room Night Growth			
TOURISM SALES GOALS		July'21	July'20
Tourism	Wholesaler/ Receptive Operators	2,965	230
	Online Travel Agent	49,354	34,553
	Travel Agent	14,430	6,672
	Group Tour/Motorcoach	3,631	355
	Ski and Golf Production	1,235	1,013
	Total	71,615	42,823
TENTATIVE SALES PIPELINE		July'21	Monthly Target
Sales	# of Leads Issued	40	33
	# of Room Nights for Leads Issued	41,715	-
	# of Outstanding Leads in Sales Pipeline	216	-
	# of Room Nights in Sales Pipeline	386,477	488,813
	PRODUCED ROOM NIGHTS		
	Gross Produced Room Nights	9,732	13,387
	Net Produced Room Nights	9,732	13,387
	Convention Produced Room Nights	5,857	8,537
	Sports Produced Room Nights	3,875	4,850
Legend:			
Per approved annual forecast and capital budget			

RSCVA Monthly Snapshot: Year-to-Date July 2021

Strategic Priority #1: Visitor Growth & Awareness

Strategic Priority #1: Visitor Growth & Awareness		FY 21-22	YTD Target	Annual Forecasted
Washoe County Total				
Room Inventory		667,314	649,765	7,692,193
Cash Room Nights		332,717	321,386	3,010,821
Comp Room Nights		74,189	-	-
Overall Occupancy		76.9%	78.9%	65.9%
Taxable Revenue		\$53,859,311	\$38,407,911	\$349,932,228
A.D.R.		\$161.88	\$119.51	\$116.22
Gaming Win		\$100,040,855	-	-

AIRLIFT

Air Passengers		438,168	-	-
----------------	--	---------	---	---

OVERALL VISITOR GROWTH		FY 21-22	FY 20-21 YTD	Annual Goal
------------------------	--	----------	--------------	-------------

Visitor Volume		382,167	258,260	3,650,444
# of Web Sessions - National Overall		194,313	88,098	2,000,000
Number of Partner Referrals		22,102	5,694	88,000
SF: Web Sessions		29,928	17,234	-
Sacramento: Web Sessions		29,743	16,093	-
LA Basin: Web Sessions		29,875	10,907	-

Strategic Priority #2: Direct Room Night Growth

TOURISM SALES GOALS		FY 21-22	FY 20-21 YTD	
Wholesaler/ Receptive Operators		2,965	230	-
Online Travel Agent		49,354	34,553	-
Travel Agent		14,430	6,672	-
Group Tour/Motorcoach		3,631	355	-
Ski and Golf Production		1,235	1,013	
Total		71,615	42,823	-

TENTATIVE SALES PIPELINE		FY 21-22	Monthly Target	Annual Goal
--------------------------	--	----------	----------------	-------------

# of Leads Issued		40	33	429
# of Room Nights for Leads Issued		41,715	-	-
# of Outstanding Leads in Sales Pipeline		216	-	-
# of Room Nights in Sales Pipeline		386,477	488,813	488,813

PRODUCED ROOM NIGHTS				
----------------------	--	--	--	--

Gross Produced Room Nights		9,732	13,387	206,500
Net Produced Room Nights		9,732	13,387	206,500
Convention Produced Room Nights		5,857	8,537	107,923
Sports Produced Room Nights		3,875	4,850	98,577

Legend:

Per approved annual forecast and capital budget



Reno-Sparks Convention and Visitors Authority

Fiscal Year 2021-22

Interim Financial Report

July 2021



**Reno-Sparks Convention and Visitors Authority
Interim Financial Report
July 2021**

Table of Contents

Net Operating Expenses by Department	1
Facility Margins	2
Transient Lodging Tax Collections and Statistics	3



RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
Net Operating Expenses by Department

	July				Annual FY 2022	
	2021	2020	Increase (Decrease)		Total Budget	% of Budget
			Amount	%		
Sales and Marketing						
Convention Sales	\$ (204,980)	\$ (117,422)	\$ 87,558	74.6%	\$ (5,197,721)	3.9%
Tourism Sales	(33,409)	(20,397)	13,011	63.8%	(884,732)	3.8%
Marketing	(712,067)	(246,734)	465,333	188.6%	(9,238,019)	7.7%
Total Sales and Marketing	\$ (950,456)	\$ (384,553)	\$ 565,903	147.2%	\$ (15,320,472)	6.2%
General and Administrative	\$ (117,042)	\$ (426,651)	\$ (309,609)	-72.6%	\$ (3,211,117)	3.6%
Capital, Debt Service, and Other	\$ (266,446)	\$ (7,223,053)	\$ (6,956,608)	-96.3%	\$ (6,815,657)	3.9%



RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
Facility Margins

	July 2021				Annual FY 2022	
	2021	2020	Increase (Decrease)		Total Budget	% of Budget
			Amount	%		
Facilities						
Reno-Sparks Convention Center	\$ (202,477)	\$ (156,480)	\$ 45,997	29.4%	\$ (1,122,843)	18.0%
National Bowling Stadium	(137,736)	(82,599)	55,137	66.8%	(1,730,341)	8.0%
Reno Events Center	(114,058)	(101,153)	12,905	12.8%	(172,058)	66.3%
Reno-Sparks Livestock Events Center	(60,819)	(61,588)	(769)	-1.2%	(771,303)	7.9%
Total Facilities	\$ (515,090)	\$ (401,820)	\$ (113,270)	-28.2%	\$ (3,796,545)	13.6%



RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
Transient Lodging Tax Collections and Statistic

	July 2021				July 2020		
	2021	Budget	Increase (Decrease)		Actual	Increase (Decrease)	
			Amount	%		Amount	%
Room Tax Collections							
Lodging (6 5/8%)	\$ 3,573,668	\$ 2,544,524	\$ 1,029,144	40.4%	\$ 1,789,910	\$ 1,783,758	99.7%
Convention Center (2%)	1,078,843	768,158	310,685	40.4%	540,350	538,493	99.7%
Tourism Surcharge	482,392	381,311	101,081	26.5%	323,201	159,191	49.3%
Total Tax Collections	\$ 5,134,903	\$ 3,693,993	\$ 1,440,910	39.0%	\$ 2,653,461	\$ 2,481,442	93.5%
Room Statistics							
Taxable Room Revenues	\$ 53,859,313	\$ 38,407,911	\$ 15,451,402	40.2%	\$ 26,616,088	\$ 27,243,224	102.4%
Average Rate - Cash	\$ 161.88	\$ 119.51	\$ 42.37	35.5%	\$ 121.00	\$ 40.88	33.8%
Occupied Rooms							
Cash	332,717	321,386	11,331	3.5%	615,426	(282,709)	-45.9%
Comp	74,189	74,139	50	0.1%	55,086	19,103	34.7%
28 Day	106,226	117,394	(11,168)	-9.5%	105,785	441	0.4%
Total Occupied Rooms	\$ 513,132	\$ 512,919	\$ 213	0.0%	\$ 776,297	\$ (263,165)	-33.9%
Total Percentage of Occupancy	76.9%	78.9%	(2.0)	-2.5%	56.8%	20.1	35.3%



To: RSCVA Board of Directors

From: Molly M. Rezac

CC: Charles Harris, President/CEO

Date: September 20, 2021

Subject: Background information for CEO Performance Review, Agenda Item F3

Pursuant to RSCVA CEO Charles Harris' Employment Agreement, the Board of Directors is to review Mr. Harris' performance for his first (partial) fiscal year 2020-2021.

Attached hereto please find the following information to assist in preparation for the CEO Review to occur at the Board meeting:

1. CEO Self-Evaluation
2. Results of the Executive Staff survey
3. Results of the Board Survey
4. CEO FY 20-21 Incentive Goals Status
5. Copy of the CEO Position Description
6. Exhibit B to Employment Agreement: CEO Evaluation and Compensation

48626429.1

EXHIBIT 1

2020-21 CEO Self Assessment

FY 2020-21 proved to be a challenging opportunity as the new RSCVA CEO. On November 16, 2020, I joined the organization during a time of change and transition. The organization had furloughed more than 30 percent of the staff, employee salaries were reduced, a move to a new building was imminent and I was another new leader in a short period of time. All of this was taking place while the community and the country suffered from the Covid-19 pandemic.

Several senior RSCVA leaders soon retired and others moved on, leaving new opportunities in the organization. Yet, the organization responded to my leadership and responded with impressive results during a most difficult of times. While many Destination Marketing Organizations (DMO's) fought to survive, the RSCVA staff thrived by meeting goals, securing funding and saving the organization money by using available resources. The following self assessment summarizes the outcomes of the six specific areas the Board of Directors directed me to focus on during the first seven and a half months of my tenure.

Top Line Quantitative Results

- Sales: Team achieved annual room night goal for 2020-21.
- Finance: Long terms bonds refinanced, saving the organization more than \$7 million.
- Finance: \$2.84 million grant secured.
- Organization: GBAC Certification obtained for multiple RSCVA properties.

Communication Tools Initiated

Multiple avenues of communication initiated to provide ongoing information and transparency, including:

- Daily email blast to RSCVA employees and Board of Directors containing the latest RSCVA news and industry trends.
- Weekly email blast to 500+ community members containing the latest RSCVA news and industry trends.
- Detailed monthly CEO report for Board of Directors containing a 30 day summary of the organization's achievements and the latest Covid-19 statistical trends.
- Year-end highlight reel recapping the DMO's achievement achievements.
- New Board of Directors onboarding book, providing a thorough background on the organization and valuable industry resources.
- Monthly brown bag lunch with CEO and RSCVA staff, providing an opportunity for staff to interact with me in a more informal setting.

Human resources/Staff Initiatives

Discovered and addressed gaps related to human resources

- Audited and updated job descriptions for the entire staff.
- Updated organizational chart.
- Created a standard operating procedure (SOP) for all Board of Directors meetings.
- Hiring a more diverse RSCVA team while also promoting from within.

I. Further develop and execute a 12 to 24 month COVID-19 Recovery Plan

The following three initiatives to address this plan are detailed below:

- 1) Implement the Covid-19 Recovery Plan
- 2) Establish a Customer Advisory Board
- 3) Begin Developing Updated Plan for FY 2022-24

Implement Covid-19 Recovery Plan

A detailed RSCVA Covid-19 recovery plan was presented to the Board of Directors during the April 27, 2021, special meeting. The plan included a three-phased approach: Phase 1: protect and retrench, Phase 2: opportunistic segment, Phase 3: reengaging the broader audience. The need to focus on Covid recovery through June, 2022, was detailed. At the Core of the plan is a digital marketing messaging campaign around the "RE" in Reno — REImagine, REplay, REwrite....

The plan was endorsed by the Board of Directors and the RSCVA team has been executing this strategic approach to recovery with an eye on a new, three-year strategic plan for FY 2022-24.

Establish a Customer Advisory Board (CAB)

An important goal for the organization has been to attract more meetings and conventions to the destination. To better understand why meeting planners and corporate decision makers choose to place their business in Northern Nevada, a Customer Advisory Board was established, selecting current, past and future customers as a target to serve. Twenty-five industry professionals with nearly 400 years of combined experience from all over the country accepted the invitation (92.5% acceptance rate) to participate and serve an initial two-year, voluntary term. The RSCVA held its first CAB meeting from June 28-30, 2021, joined by 18 CAB members. The RSCVA was the first destination in the country to hold an in-person CAB meeting during the Covid recovery.

Begin Developing Updated FY 2022-24 Strategic Plan

With the RSCVA concentrating the next 18 months on a recovery plan, the Board approved moving the launch of a new strategic plan to FY 22-23. Within the monthly CEO updates, a road map has been shared illustrating the path to a new plan.

Leading into a new three-year strategic plan, representatives from MMGY Next Factor was engaged to develop and implement a community wide survey to be used to deliver key insights and strategies. The survey data sets included RSCVA staff, the RSCVA Board of Directors, leadership from destination hotels, as well as current and potential meeting planner clients and corporate decision makers. This process also called for meetings with individual stake holders, including members of the RSCVA Board of Directors as well as 20+ community wide leaders. In the very near future, the Next Factor leaders will present their findings and rank priorities with a dedicated retreat to develop a refreshed direction. The RSCVA Mission and Vision statements will be reviewed at that time and the framework for a new business plan will be finalized by the end of FY2021-22.

II. Reimagine the Organization to Create Greater Staff Satisfaction and Address Resource Constraints

Reinstate staff salaries

RSCVA staff salaries were reinstated to 100 percent of pre-pandemic levels in December 2020. Additionally, based on the successful year the organization had during the Covid-19 pandemic, the team received a one-time bonus as well as a Cost of Living increase at the end of FY2020-21.

Meet with Each Staff Member & Board Member One-On-One

Within the first two weeks of joining the RSCVA, I began meeting with the RSCVA staff one-on-one. Learning about their backgrounds, responsibilities, goals and passions helped me understand the fiber and framework of the organization. This was my first step in my efforts to identify potential opportunities for individual and organizational growth. After hearing from the employees, many of the staff had responsibilities that were not aligned with their current job description. So, via our Human Resources department, we quickly audited each team member's job responsibilities, titles and compensation and made necessary adjustments as needed. This was an important exercise that highlighted organizational opportunities. One example was the need to

add an additional person in finance, who could back up the room tax manager and reengage the hotel auditing process.

Join & Evaluate In-Market Team on Sales Calls (As Covid-19 Restrictions Allow).

During the FY 2020-21 year, I was able to meet, visit and conduct sales calls with five of the seven remote sales leaders. This took place both in-market and on sales calls and visits in Reno. Due to extenuating circumstances, the remaining two sales office visits are being scheduled for the next fiscal year.

Atlanta: Conducted an in-person visit with Shaun Tracy and with RSCVA clients from March 11-12 which included multiple sales calls.

Denver: Attended Meetings Industry Council as well as sales meetings with Aleta Barrett from June 1-2.

Dallas: Following the Denver sales calls, I continued in the greater Dallas area with Roma Giordano from June 2-4. The visit included making a sales call to the United States Bowling Congress headquarters in Arlington, Texas and we met with Chad Murphy, the Executive Director.

Southern California: Made sales calls in Southern California with David Diomedes from June 21-22.

Washington D.C: Made sales calls and spent time with Jennifer Abdinoor in Reno on several occasions prior to the Destination International Annual Convention in Baltimore, Maryland.

The exercise allowed me to assess the sales team's collective skill set and also hear directly from our clients.

Meet with VP, Finance and Conduct Detailed Financial Review

On November 18, 2020, several days after joining the RSCVA, I met with the VP of Finance and the interim president and CEO to conduct a detailed financial review of the organization. Since then, I have met on an ongoing basis with our finance leaders to better understand the financial organizational structure and identify new opportunities. During this process, I learned the finance team has been strategic in cost savings measures as well as strategic in helping secure government grant funding.

III. Improve air service using cooperative alignment with the Airport Authority, Regional Air Service Corp. and RSCVA

Support of air lift opportunities

The RSCVA budgeted and maintained a dedicated sum to support new air lift opportunities to the region over the course of the year.

Invite Airport CEO to RSCVA Board for Updates

At the January 28, 2021, RSCVA Board of Directors Meeting, Reno Tahoe International Airport (RTIA) President and CEO Daren Griffin was invited and presented to the RSCVA Board of Directors an update on his vision for the Northern Nevada airport. It is imperative the RTIA and the RSCVA are strategically aligned in key feeder markets.

Execute Local Media Tour with News Outlets with Airport CEO

To better integrate the RSCVA with the local media, I launched an initiative to meet with various news outlets. I invited Reno-Tahoe International Airport CEO Daren Griffin to join the initiative to further our joint mission to promote and market travel and tourism to the region. Over the course of the seven and a half months, we met with multiple media outlets, aligning the organizations and presenting a unified front. Media visits have included:

- KOLO-TV 8 News Now
- KUNR Public Radio
- Reno Gazette Journal
- This is Reno
- Nevada Business
- KTVN-TV
- Northern Nevada Business Weekly - NNBW

IV. Evaluate and execute a revised strategy concerning future operations of the four RSCVA managed facilities

Complete ASM Contract Review and Financial Analysis. Provide Go Forward Analysis to the Board

A thorough review of current facility partner ASM was conducted including financial analysis of the multi-year partnership. Multiple in-person meetings were conducted with ASM corporate leadership to assess if and how to move forward with the RSCVA

managed facilities. A Go Forward analysis to the Board did not happen by June 30th and was scheduled for a later date.

Prioritize Capital Ex Projects for Facilities

RSCVA staff prioritized facility improvement projects totaling nearly 1 million for the four facilities the organization currently manages. The RSCVA Board of Directors approved the initiatives which the staff has been executing since then.

V. Increase the RSCVA's economic impact and continued growth as a brand

Elevate Destination Image: CEO to Join Industry Board(s)

I accepted three leadership roles with different local and national organizations.

Participation in these boards provides important visibility to the RSCVA in both the local community as well as the broader tourism industry. Equally, it provides the opportunity to contribute to these organizations. They include the following:

- U.S. Travel Board of Directors
- University for Nevada Reno, Sports Management Program, College of Business, Board of Directors
- Sparks Tourism Facility & Revitalization Steering Committee

Establish New Destination-Based Key Performance Indicators (KPI's)

VI. Engage community stakeholders (i.e., businesses, academia, technology, retail, arts/culture, attractions) to develop strong RSCVA partnerships

Integrating into the Reno, Sparks and Lake Tahoe communities has been an important priority since I arrived in Northern Nevada. After meeting with each RSCVA employee and members of the Board, I focused my energy on engaging with and learning from our community stakeholders. I met with well over the targeted 50 community stakeholders. By meeting with this important segment, I was able to better understand the needs of the community and start to identify opportunities to strengthen the organization moving forward. The need for transparency and better community communications was just one example of the outcome from these exchanges.

Meet and Engage with RSCVA Legacy Event Leaders

I met with each of the RSCVA legacy event leadership during my first year, both as a group and individually as schedules allowed. The meetings allowed me to better understand the significance of the annual events to the local economy and to identify opportunities to add value moving forward. In addition, I attended the legacy events like the Reno Rodeo and annual events such as the Reno River Festival to immerse myself in the community landscape.

Explore New Partnerships to Benefit the Region

I created a new partnership with the Reno-Sparks Chamber of Commerce. The goal of this initiative was to work to deliver value for the local business community while presenting visitors with additional information to explore the destination. The partnership delivered free and paid passes via the [VisitrenoTahoe.com](https://www.visitrenoTahoe.com) website. The first pass launched, an arts and culture pass, featuring a variety of destinations within Washoe County.

Since joining the RSCVA, the road has not been an easy one. It has been very fulfilling despite ongoing challenges. I am very proud of everything this organization has achieved, regardless of the bumps and detours along the way. The RSCVA has a talented team of employees who are passionate about the travel and tourism industry. The team will continue to deliver strong results and economic vitality for the residents of Washoe County.

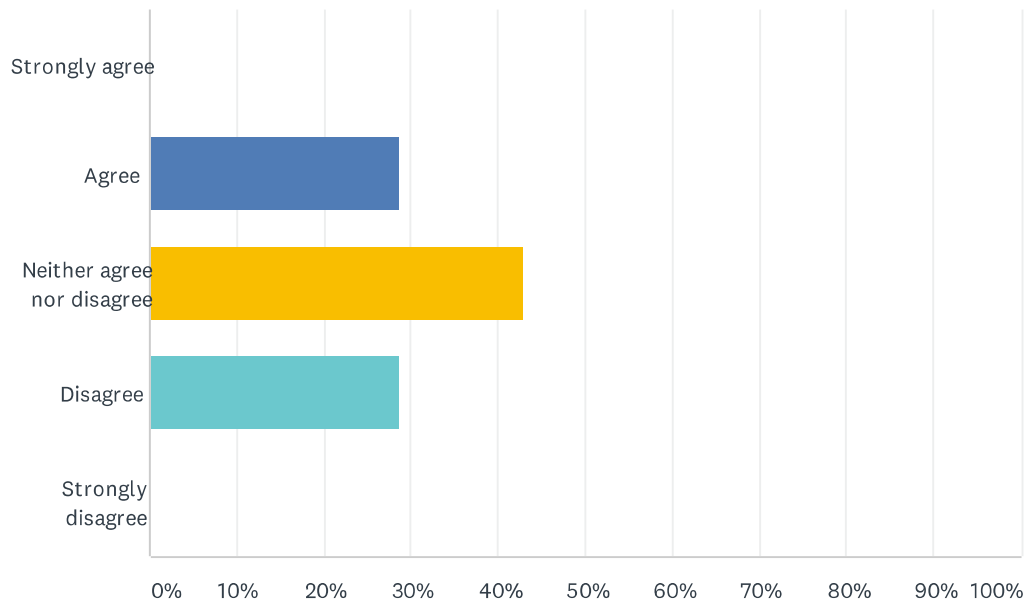
Sincerely,

Charles Harris

EXHIBIT 2

Q1 Charles Harris demonstrates leadership for the organization.

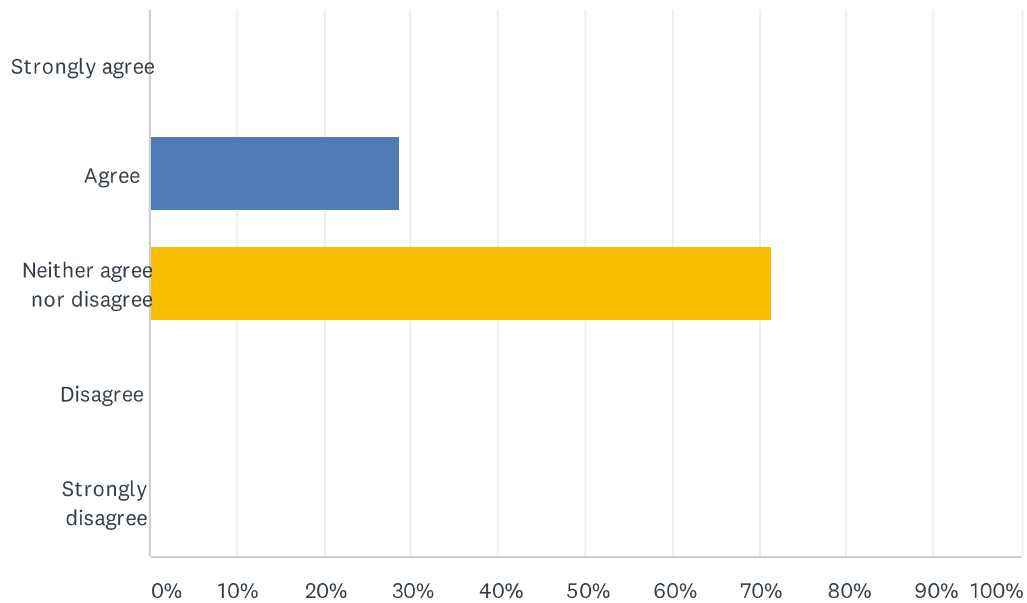
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	28.57%	2
Neither agree nor disagree	42.86%	3
Disagree	28.57%	2
Strongly disagree	0.00%	0
TOTAL		7

Q2 Charles Harris guides the team in setting goals and expectations.

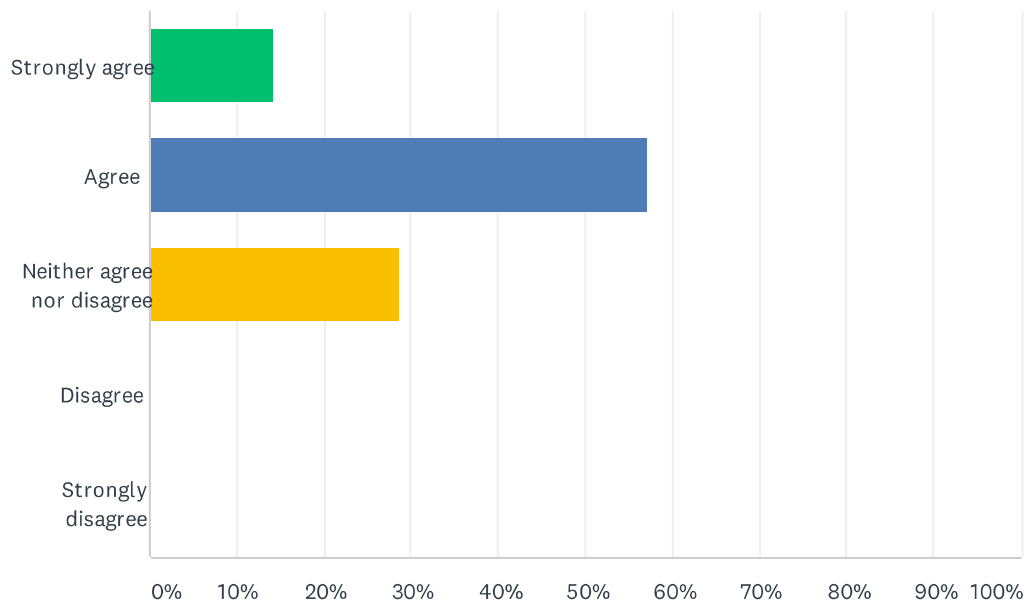
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	28.57%	2
Neither agree nor disagree	71.43%	5
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q3 Charles Harris gives me adequate responsibility and the authority to get things done.

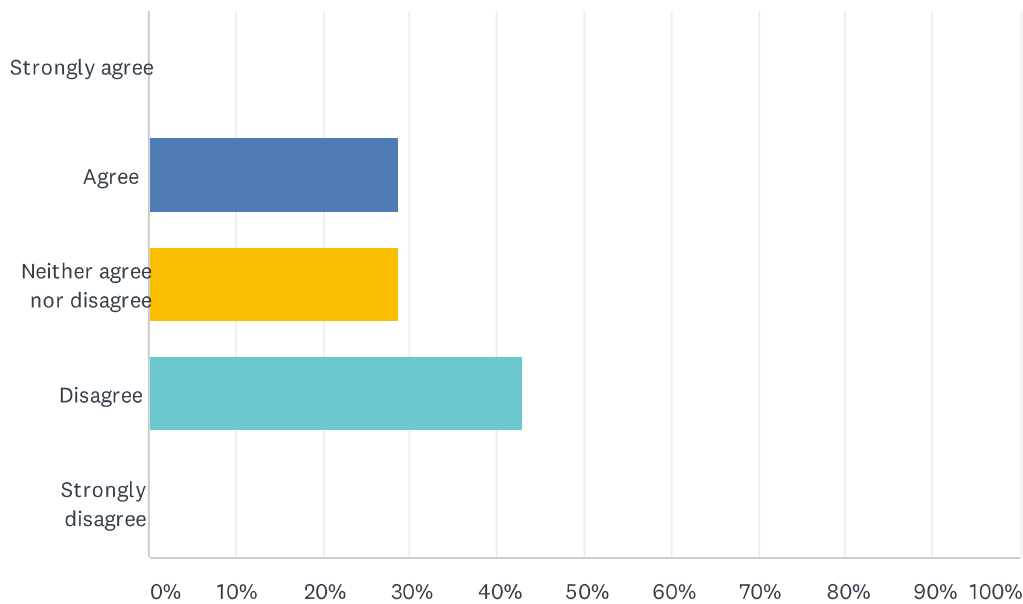
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	57.14%	4
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q4 Charles Harris listens, communicates well and provides effective, timely communication.

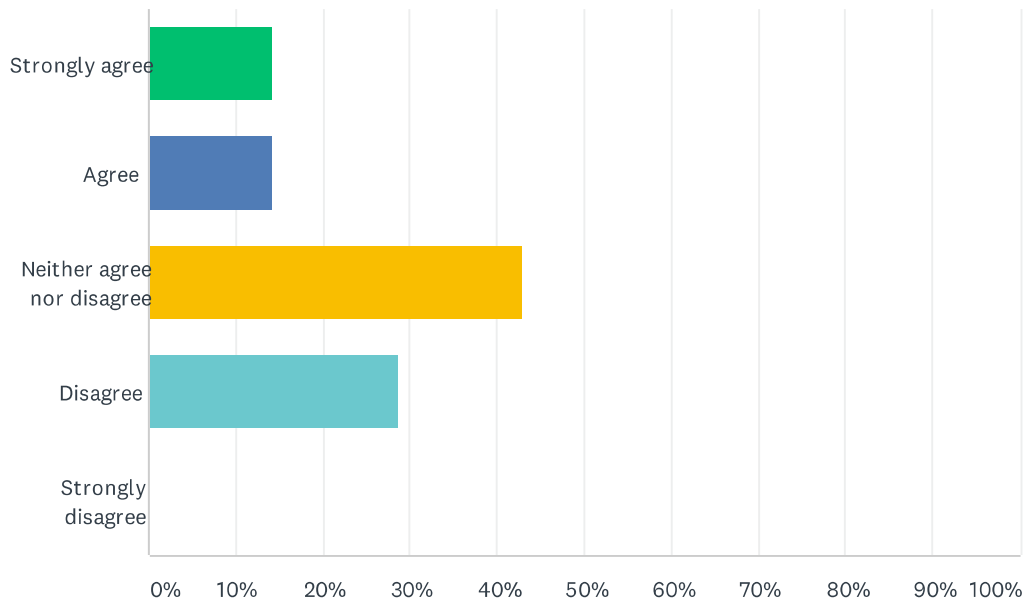
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	28.57%	2
Neither agree nor disagree	28.57%	2
Disagree	42.86%	3
Strongly disagree	0.00%	0
TOTAL		7

Q5 Charles Harris builds respect and portrays the organization positively within various constituencies.

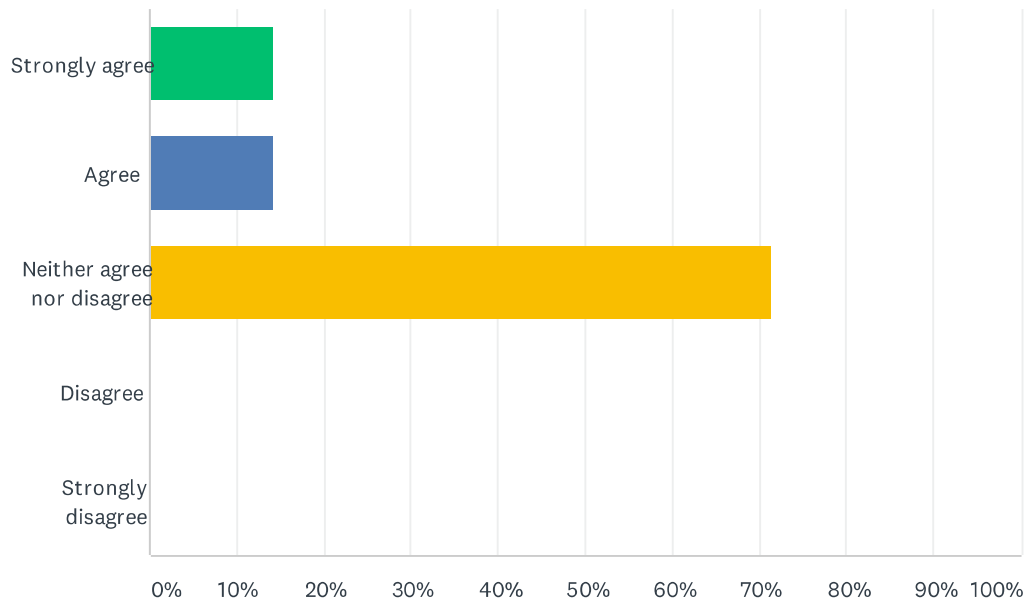
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	14.29%	1
Neither agree nor disagree	42.86%	3
Disagree	28.57%	2
Strongly disagree	0.00%	0
TOTAL		7

Q6 Charles Harris supports the overall movement and motivation of the organization.

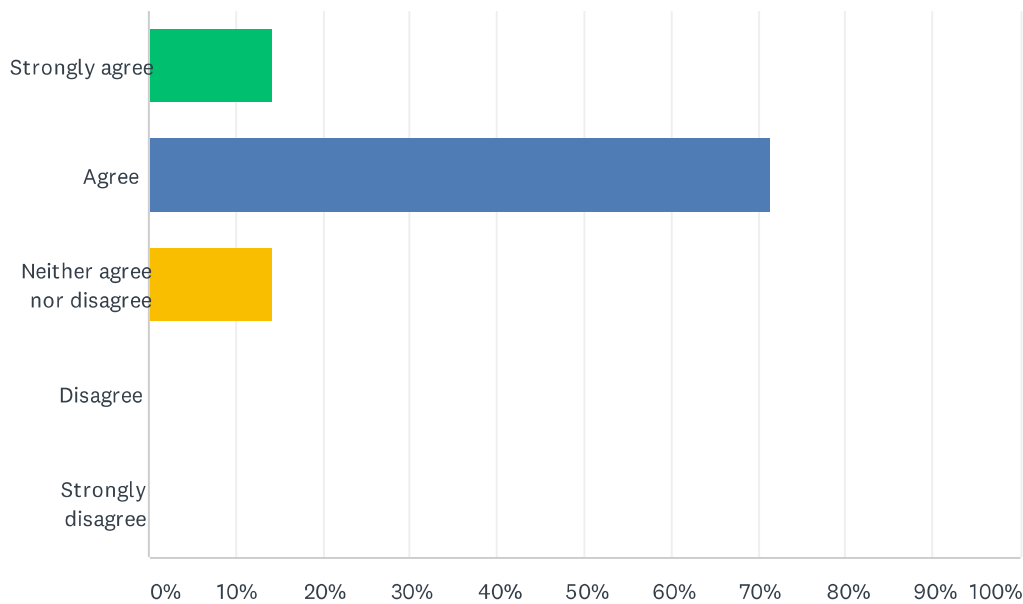
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	14.29%	1
Neither agree nor disagree	71.43%	5
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q7 Charles Harris maintains and utilizes a solid working knowledge of significant developments and trends within the industry.

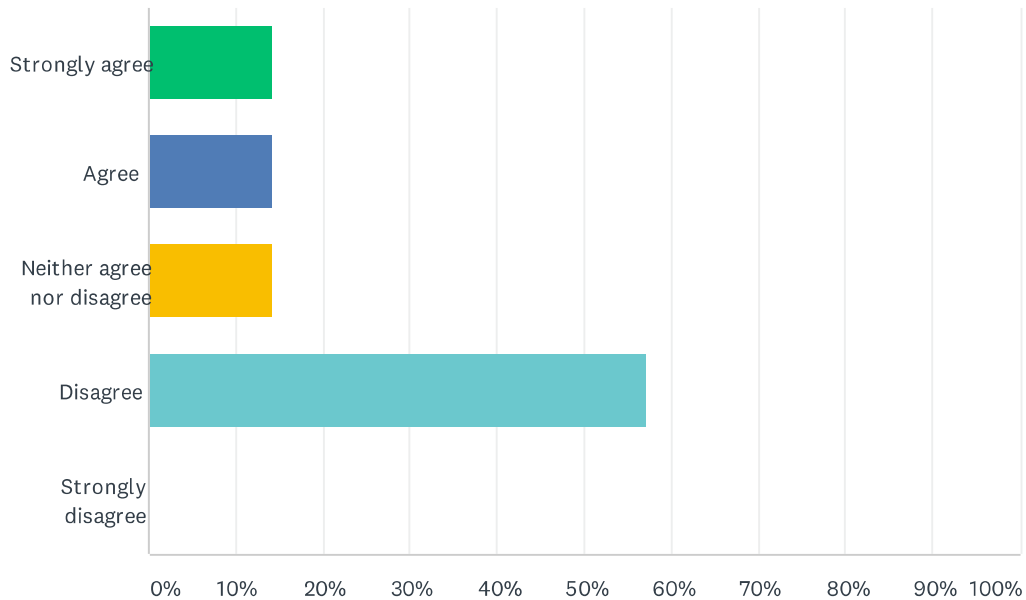
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	71.43%	5
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q8 Charles Harris establishes ambitious goals for excellence and impacts and initiates, maintains, and adapts programs for the benefit of the organization.

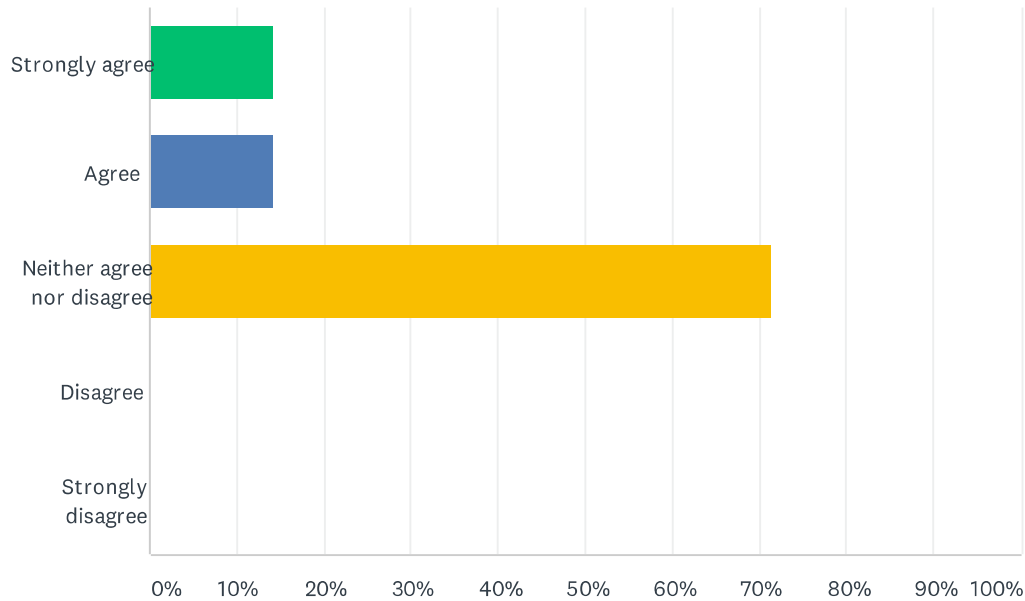
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	14.29%	1
Neither agree nor disagree	14.29%	1
Disagree	57.14%	4
Strongly disagree	0.00%	0
TOTAL		7

Q9 Charles Harris adheres to RSCVA policies and procedures.

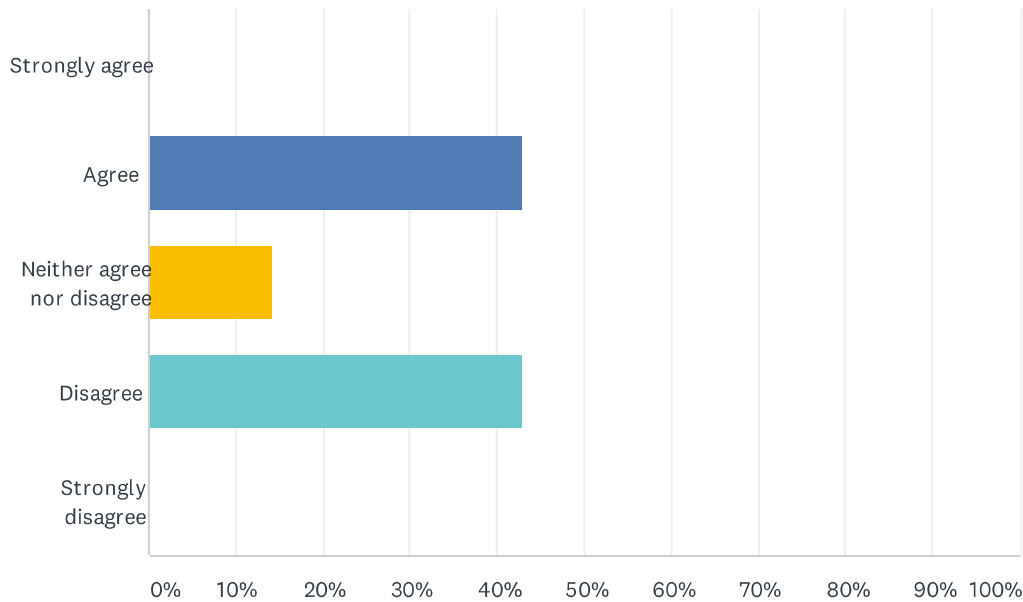
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	14.29%	1
Neither agree nor disagree	71.43%	5
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q10 Charles Harris demonstrates quality of analysis and judgment related to progress and opportunities, and needs for change.

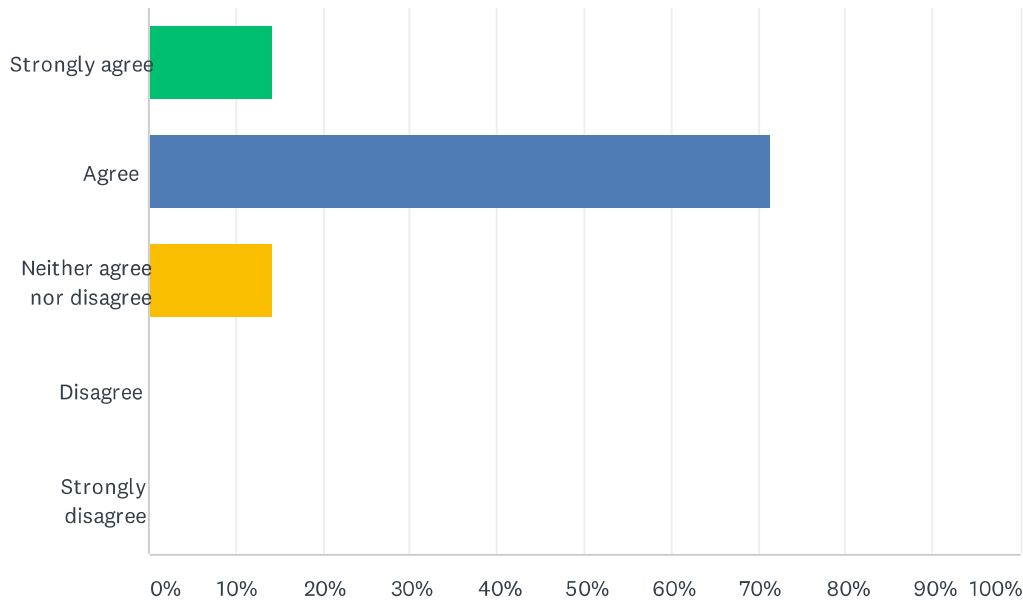
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	42.86%	3
Neither agree nor disagree	14.29%	1
Disagree	42.86%	3
Strongly disagree	0.00%	0
TOTAL		7

Q11 Charles Harris serves as an effective spokesperson and representative for the organization to its constituencies, including clients, members, government agencies, elected officials, and general public.

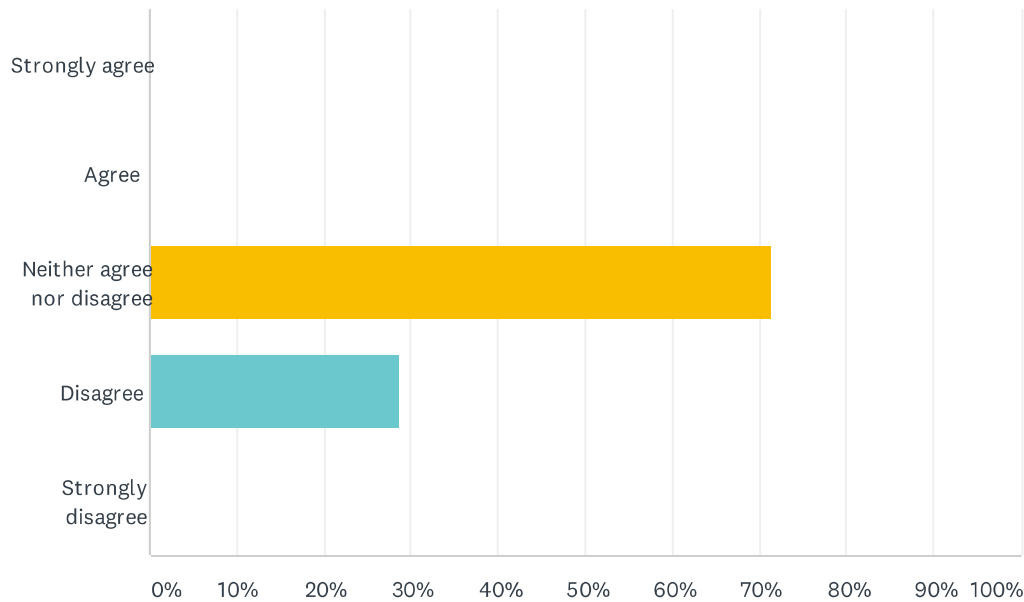
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	71.43%	5
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q12 Charles Harris recruits and retains diverse staff to address all the needs of the organization.

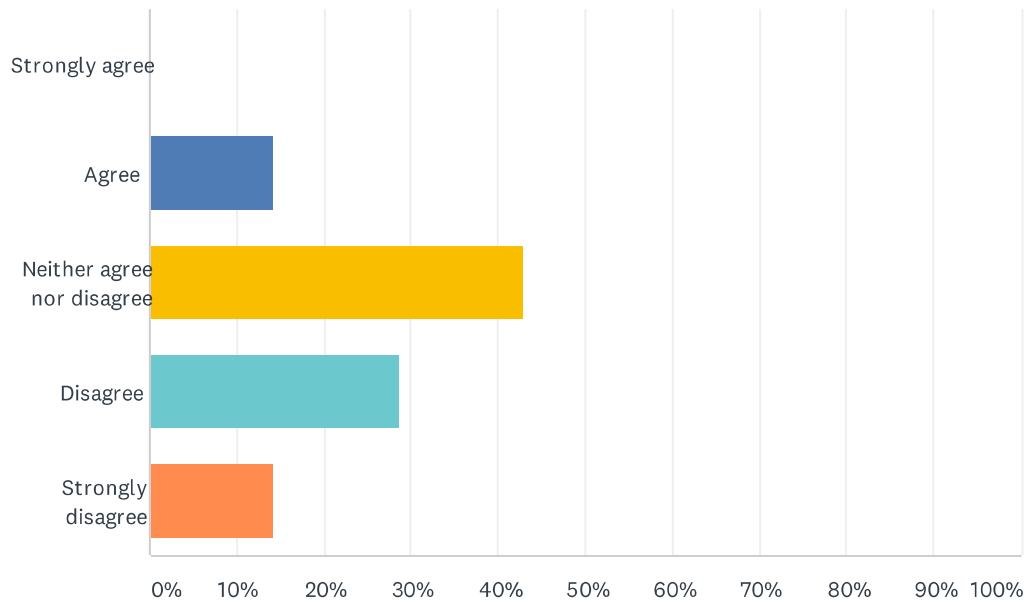
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	0.00%	0
Neither agree nor disagree	71.43%	5
Disagree	28.57%	2
Strongly disagree	0.00%	0
TOTAL		7

Q13 Charles Harris has made quality improvements and the impact to the RSCVA has been positive.

Answered: 7 Skipped: 0

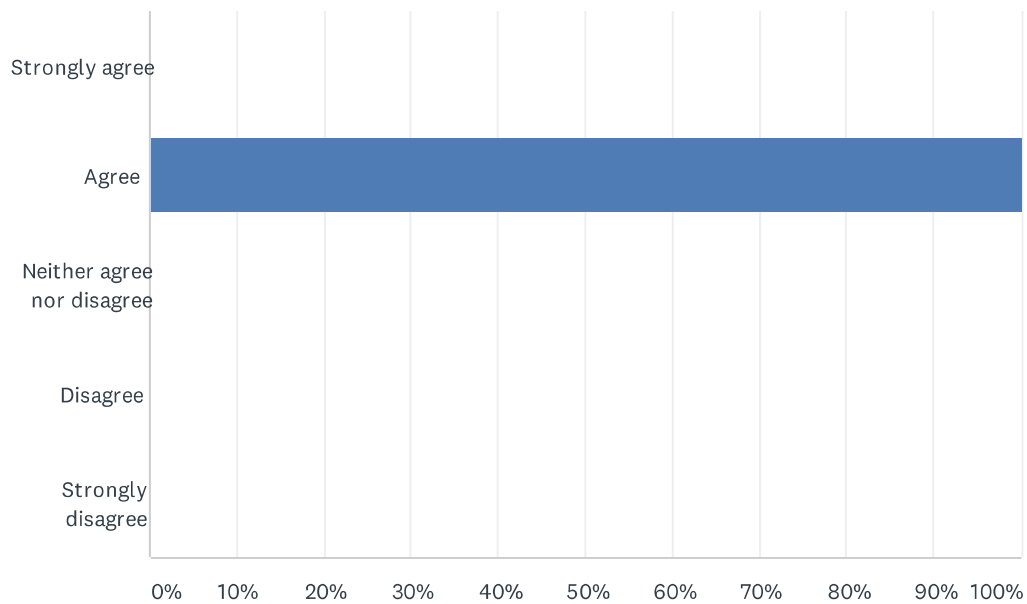


ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	14.29%	1
Neither agree nor disagree	42.86%	3
Disagree	28.57%	2
Strongly disagree	14.29%	1
TOTAL		7

#	AN EXAMPLE OF SUCH QUALITY IMPROVEMENTS INCLUDE:	DATE
	There are no responses.	

Q14 Charles Harris has demonstrated effective skills in program developments and community engagement.

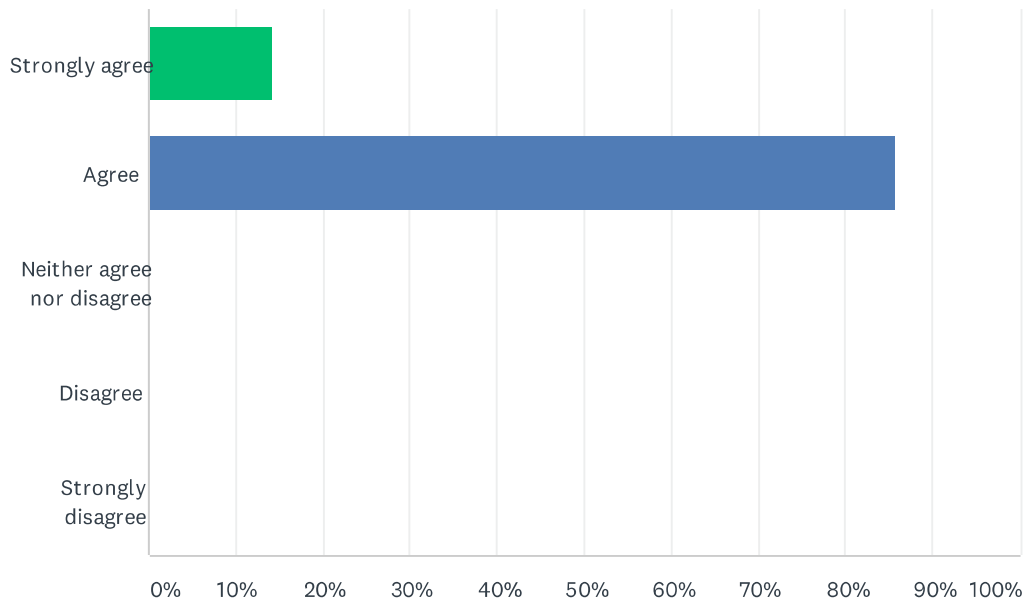
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	100.00%	7
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q15 Charles Harris is available and accessible to the public, the board and employees.

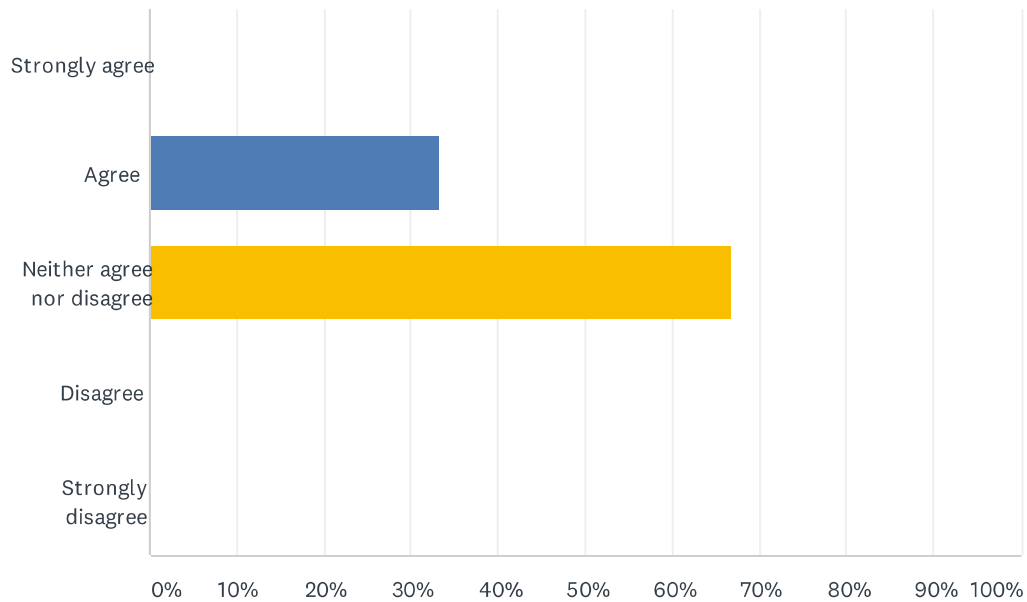
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	85.71%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q16 Charles Harris provides leadership development and leadership succession planning opportunities to his employees.

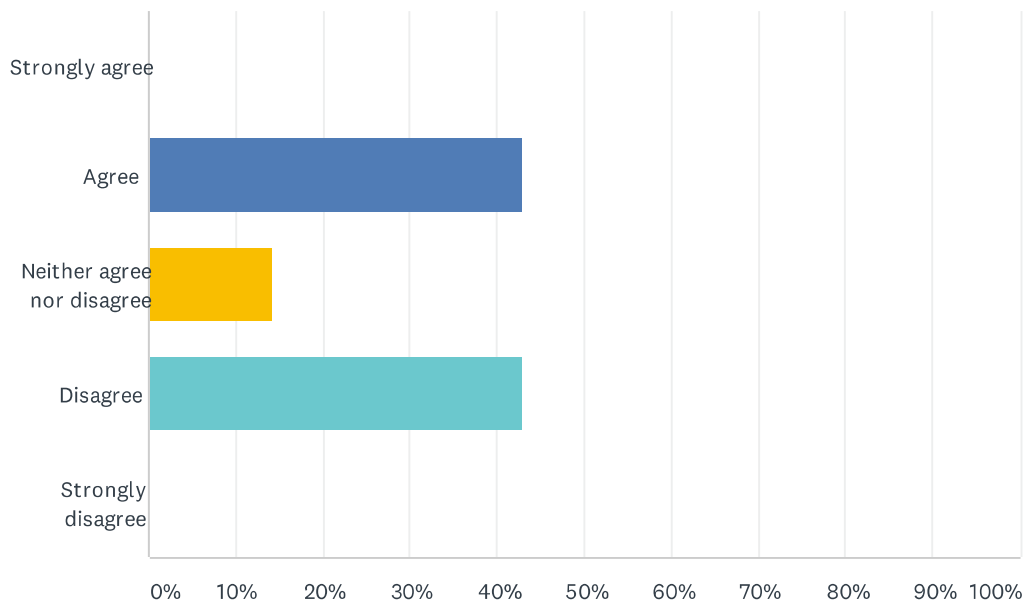
Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	33.33%	2
Neither agree nor disagree	66.67%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		6

Q17 Charles Harris demonstrates a clear understanding of the organization's vision and goals.

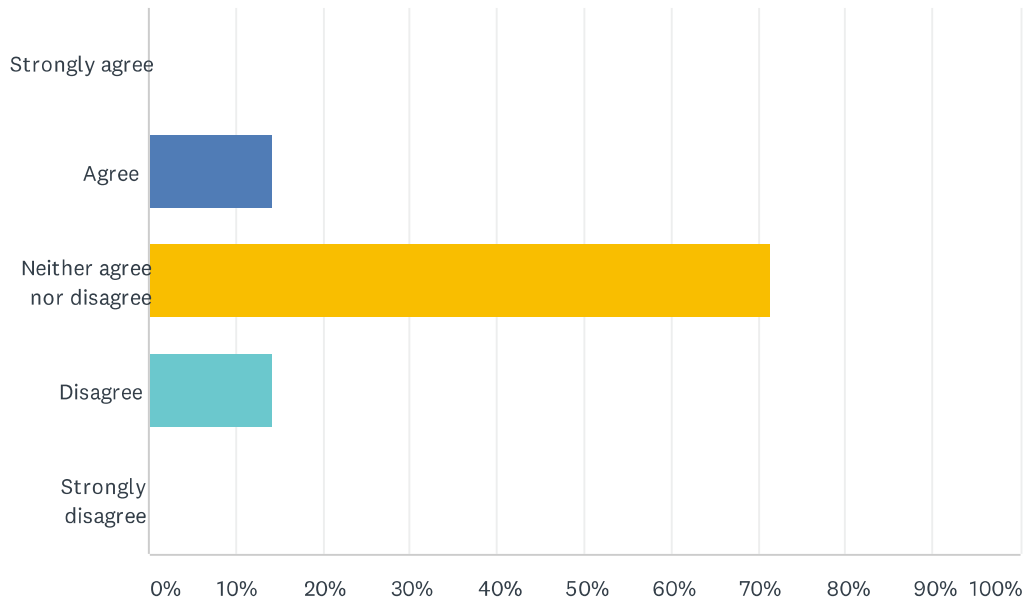
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	42.86%	3
Neither agree nor disagree	14.29%	1
Disagree	42.86%	3
Strongly disagree	0.00%	0
TOTAL		7

Q18 Charles Harris welcomes diverse opinions and feedback for those who may have institutional knowledge, historic knowledge, or contrary opinions.

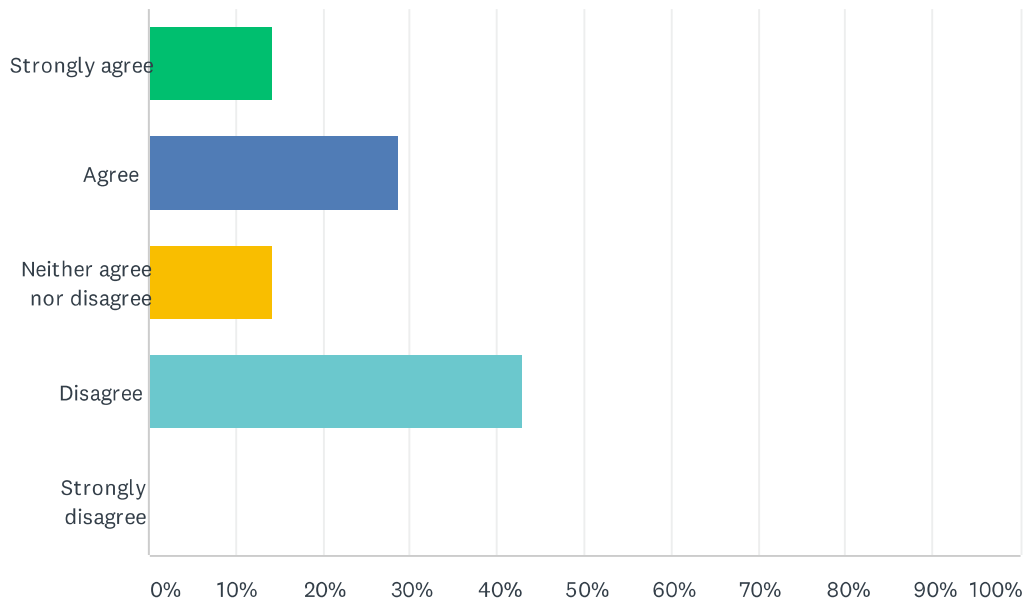
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	14.29%	1
Neither agree nor disagree	71.43%	5
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q19 Charles Harris accepts constructive criticism and is open to new ideas and new approaches to solving problems.

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	28.57%	2
Neither agree nor disagree	14.29%	1
Disagree	42.86%	3
Strongly disagree	0.00%	0
TOTAL		7

Q20 I believe Charles Harris's strong points as President/CEO of the RSCVA are:

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Great national industry contacts, knowledge and educational opportunities.	9/17/2021 9:27 PM
2	Efforts to network	9/17/2021 9:15 PM
3	Networking/national recognition as a leader in tourism and as the head of Reno Tahoe	9/17/2021 4:32 PM
4	Seems to actually care when some one wants to talk to him about issues or ideas.	9/17/2021 4:09 PM
5	Allows staff to do their jobs.	9/17/2021 3:43 PM
6	Doesn't micro manage staff	9/17/2021 12:58 PM

Q21 I believe Charles Harris could improve by:

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Could be more decisive.	9/17/2021 9:27 PM
2	Sharing information with staff and prioritizing the organization more than his personal brand	9/17/2021 9:15 PM
3	Making sure that all employees have a shared understanding of the goals and direction of the organization	9/17/2021 4:32 PM
4	Get us the positions we need to be whole.	9/17/2021 4:09 PM
5	-Clearly sharing short and long term vision. -Better understand staff roles.	9/17/2021 3:43 PM
6	Being truthful and transparent with staff	9/17/2021 12:58 PM

Q22 Other comments, if any:

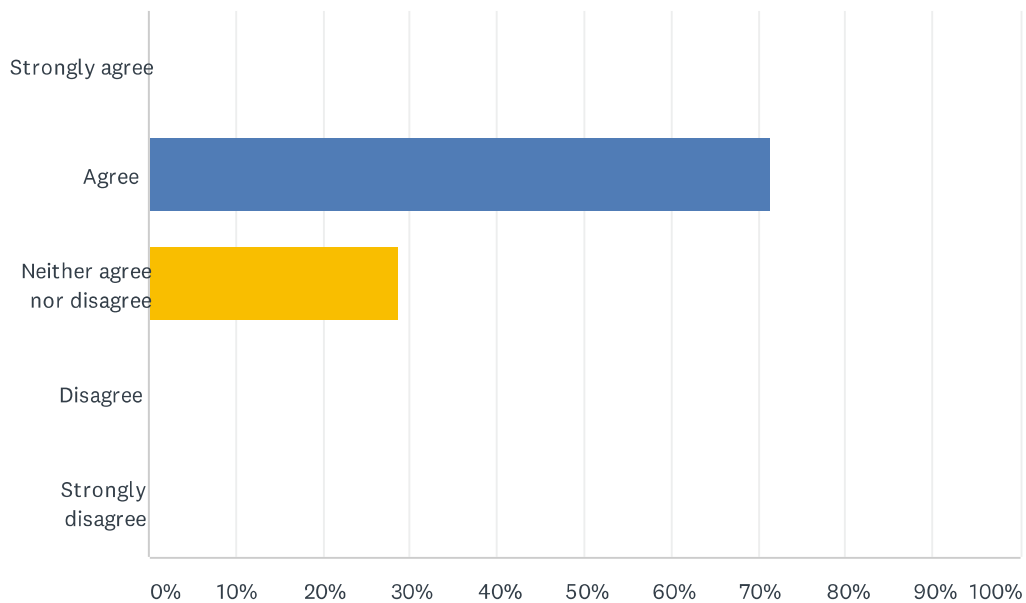
Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	The questions have too many ands in them. For some questions, the first part is one answer and the second part is a different answer. Made the questions difficult to select an answer.	9/17/2021 9:27 PM
2	-Established monthly CEO/team lunch to open staff communications.	9/17/2021 3:43 PM

EXHIBIT 3

Q1 Charles Harris has developed the strategies and objectives for the Authority, including, but not limited to, updating the comprehensive strategic plan.

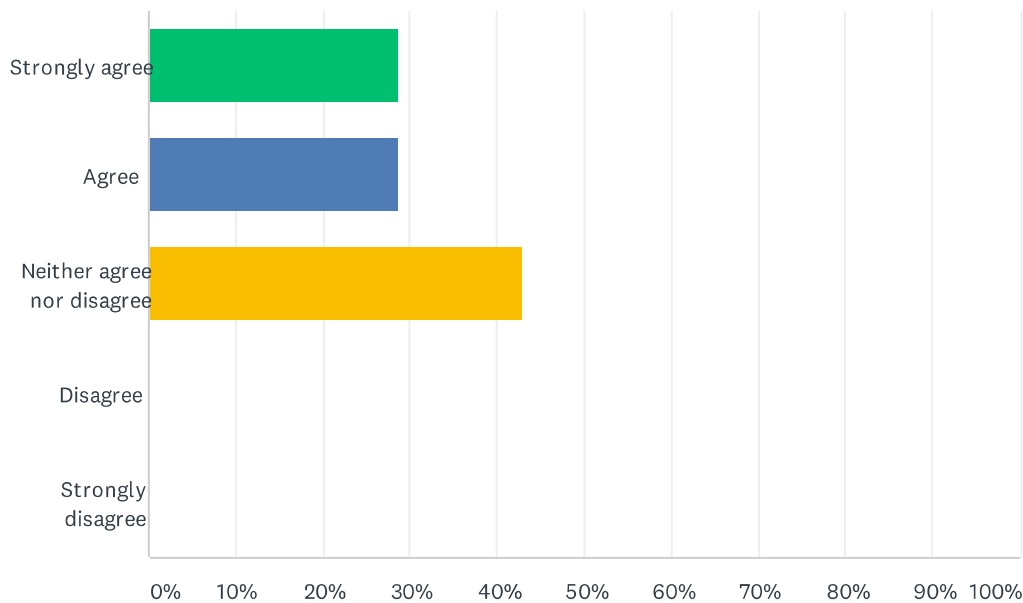
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	71.43%	5
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q2 Charles Harris has provided direct management of a senior executive team to ensure the execution of board policy and strategic direction to brand the area as a world-class tourism destination.

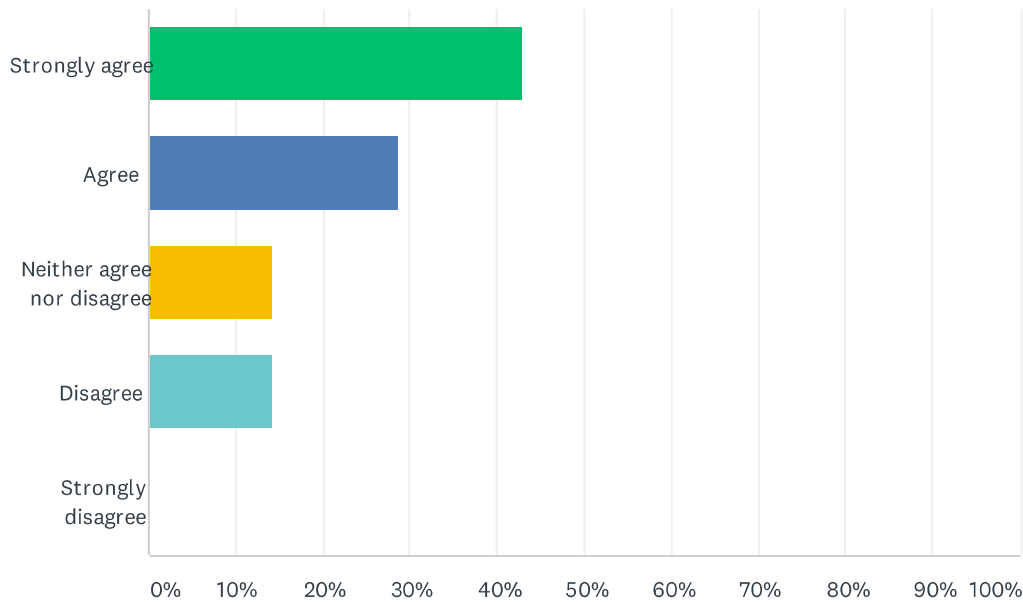
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	28.57%	2
Neither agree nor disagree	42.86%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q3 Charles Harris represents the Authority well in its relationships with local clients, government agencies, professional and other similar groups.

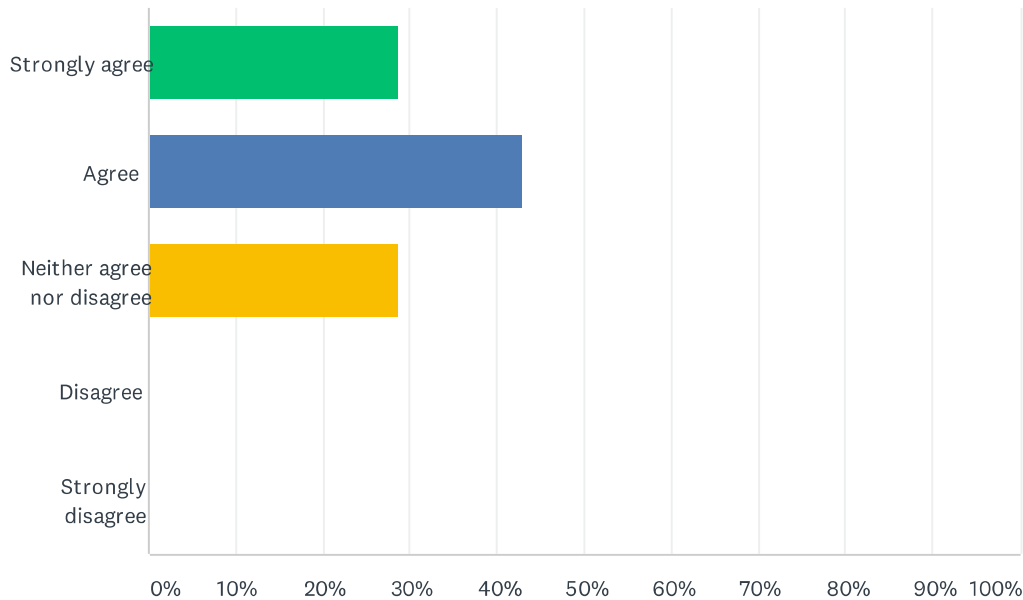
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.86%	3
Agree	28.57%	2
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q4 Charles Harris serves as the recognized spokesperson for issues of importance to the Authority and maintains a positive image of the Authority in the relevant media.

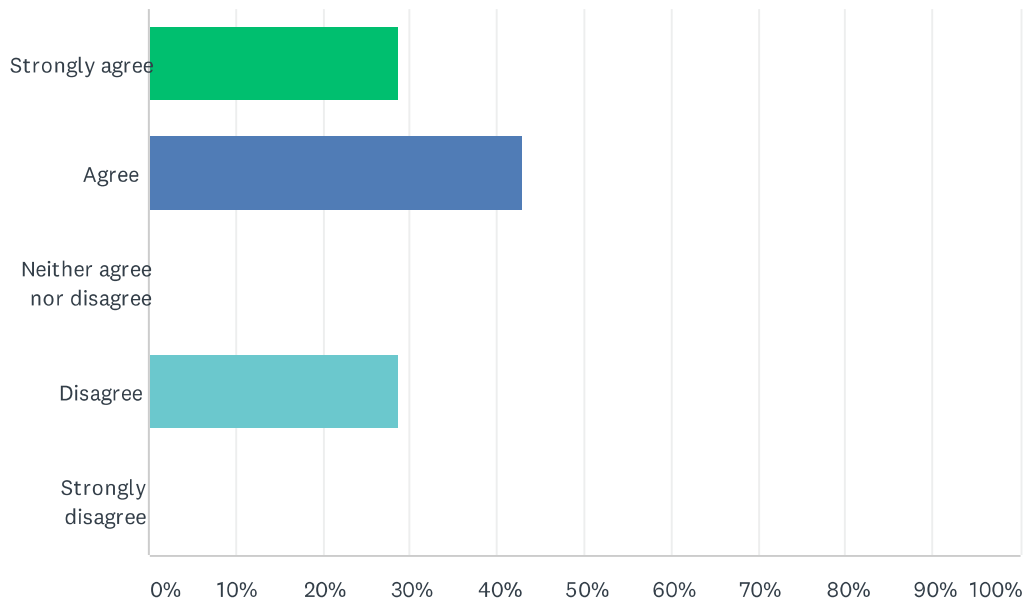
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	42.86%	3
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q5 Charles Harris provides long-range planning for destination resources, infrastructure, and strategic direction.

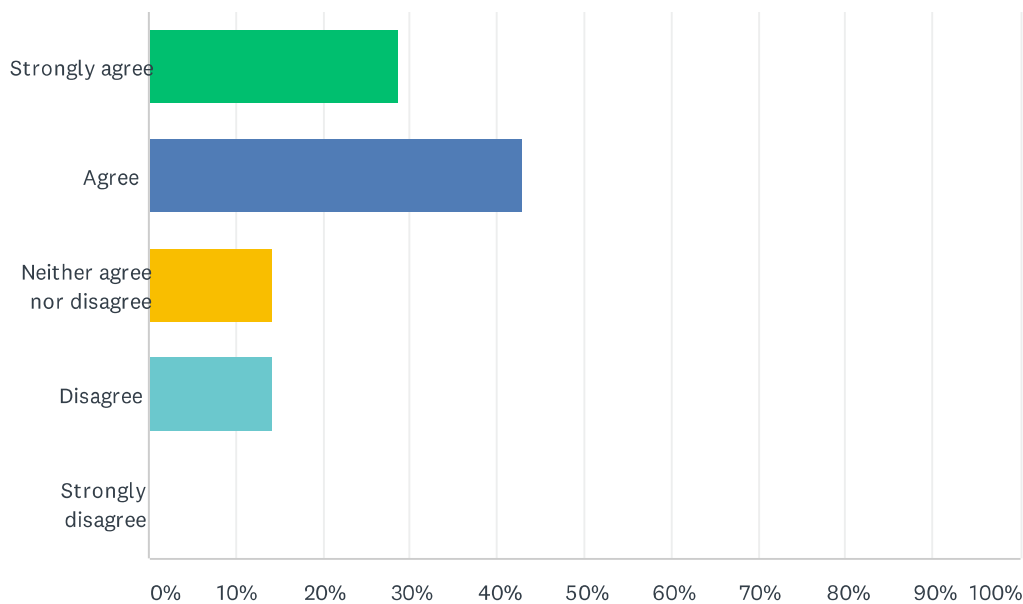
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	42.86%	3
Neither agree nor disagree	0.00%	0
Disagree	28.57%	2
Strongly disagree	0.00%	0
TOTAL		7

Q6 Charles Harris manages the organization efficiently on a day-to-day basis, quickly adapts in response to new information, changing conditions, or unexpected obstacles, and measures organizational effectiveness against key operational and financial targets and resets strategies accordingly.

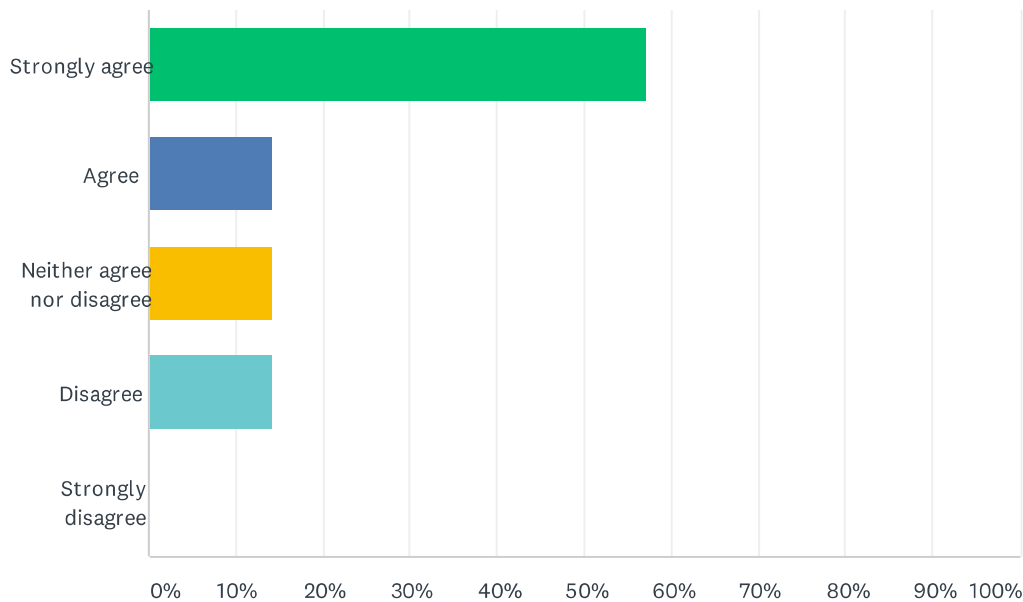
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	42.86%	3
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q7 Charles Harris effectively interfaces with stakeholders, business executives and other civic leaders, takes initiative to pursue opportunities that improve coordination of the RSCVA and important stakeholders, and understands consensus building and empowerment and stresses their usage community-wide.

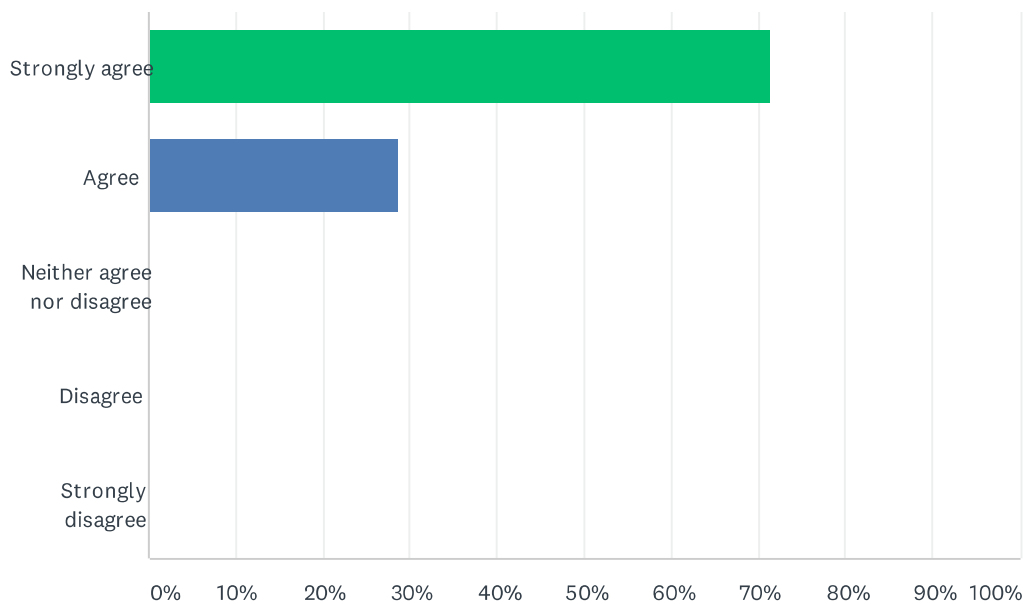
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	57.14%	4
Agree	14.29%	1
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q8 Charles Harris keeps Board Members up-to-date on issues impacting the RSCVA, shares appropriate information, provides necessary information for the Board in the form of concise information packets and reports, and demonstrates responsiveness to Board requests for additional information.

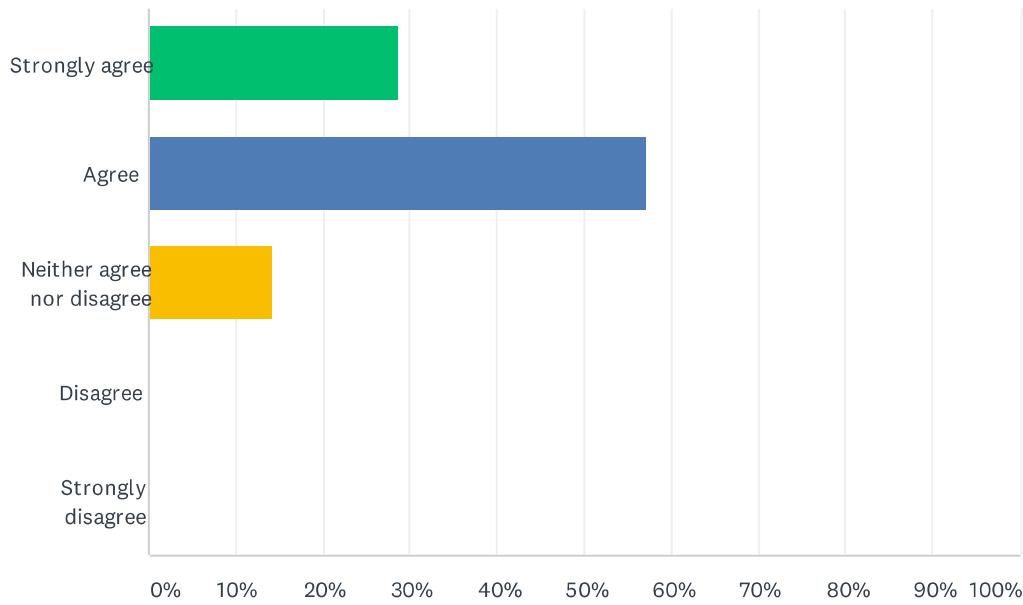
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	71.43%	5
Agree	28.57%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q9 Charles Harris places a high value on providing quality service to RSCVA customers, develops and implements strategies to identify and close gaps between expectations and quality of service provided, and encourages and acts on feedback from customers.

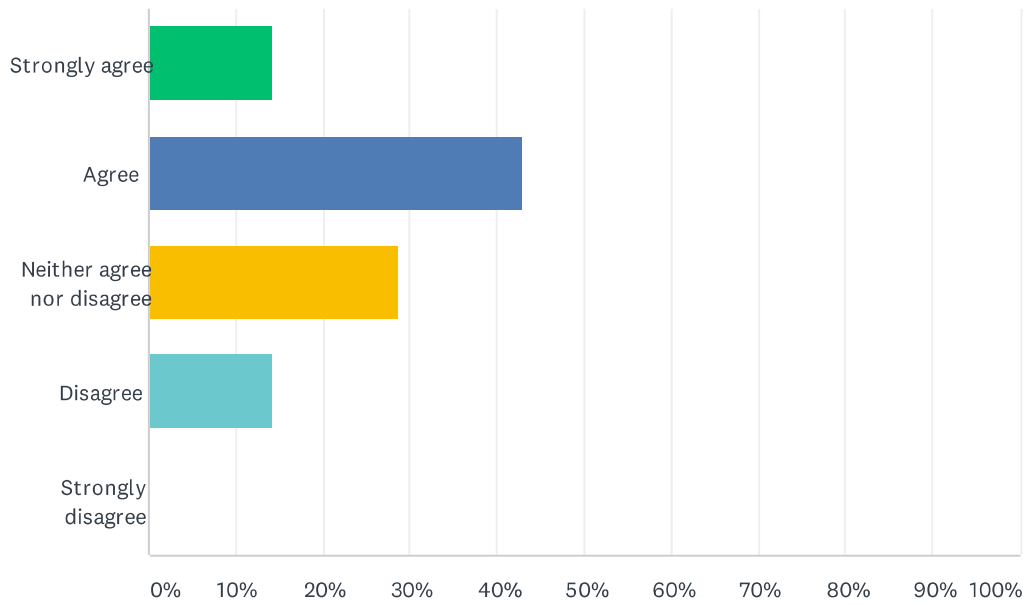
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	57.14%	4
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q10 Charles Harris maintains an active advocacy role in promoting the needs of the RSCVA and its mission, effectively maneuvers through a political environment to achieve results for the RSCVA, and integrates legislative activity with strategic objectives.

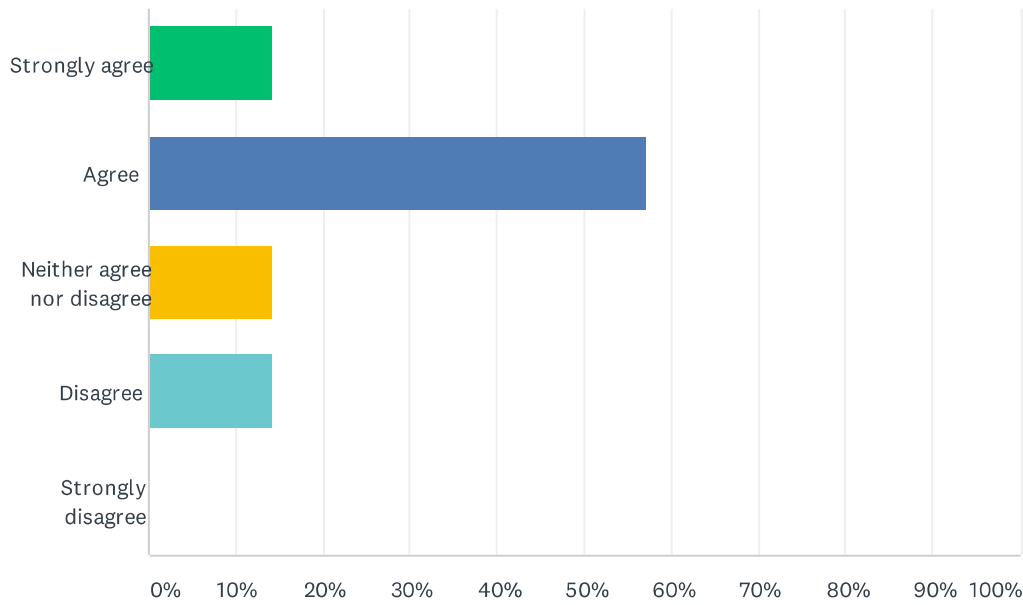
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	42.86%	3
Neither agree nor disagree	28.57%	2
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q11 Charles Harris is a respected community leader, represents the RSCVA at community functions and as a member of community organizations well, and aligns community involvement with strategic objectives.

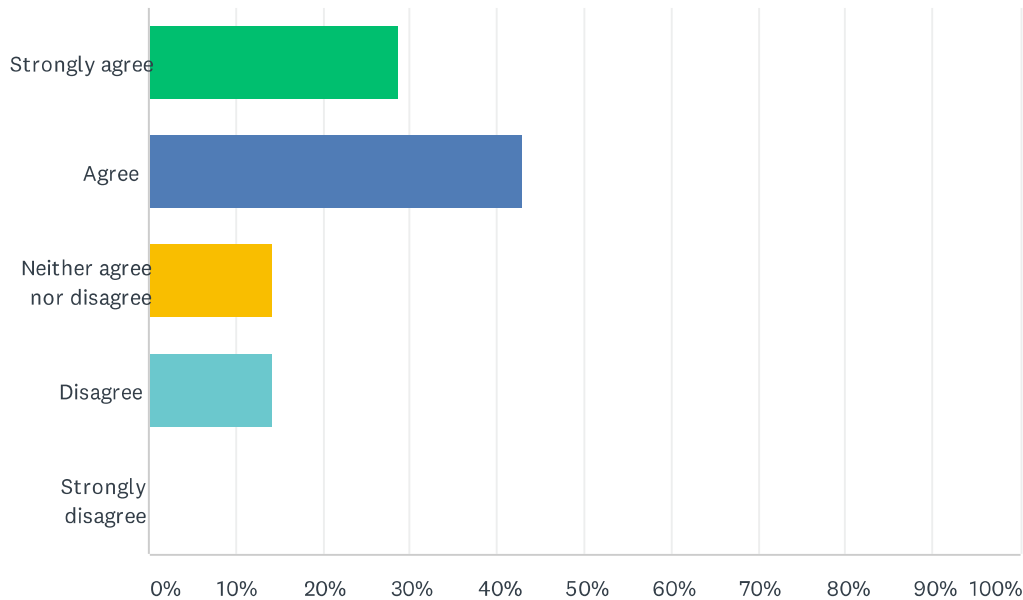
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	1
Agree	57.14%	4
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q12 Charles Harris develops and successfully implements projects as needed or assigned based on new information and changing conditions and integrates special projects with strategic objectives.

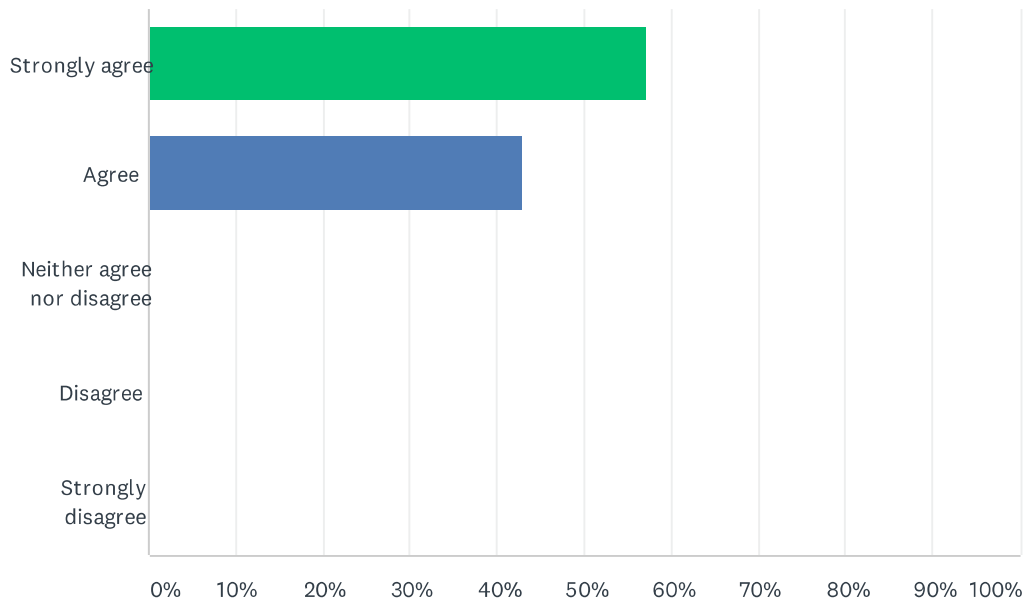
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	42.86%	3
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q13 Charles Harris maintains and utilizes a solid working knowledge of significant developments and trends within the industry.

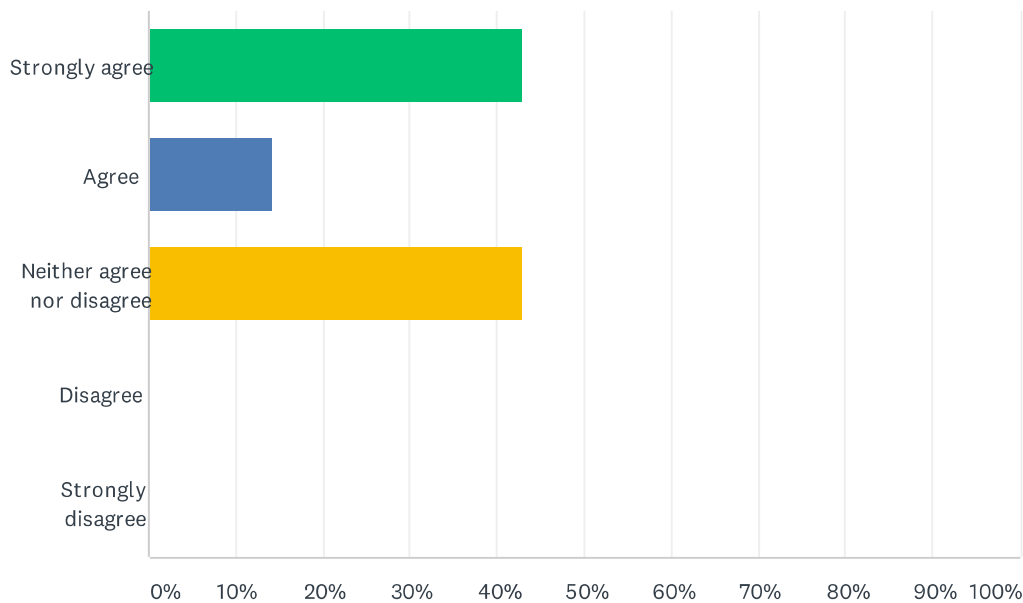
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	57.14%	4
Agree	42.86%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q14 Charles Harris establishes ambitious goals for excellence and impacts and initiates, maintains, and adapts programs for the benefit of the organization.

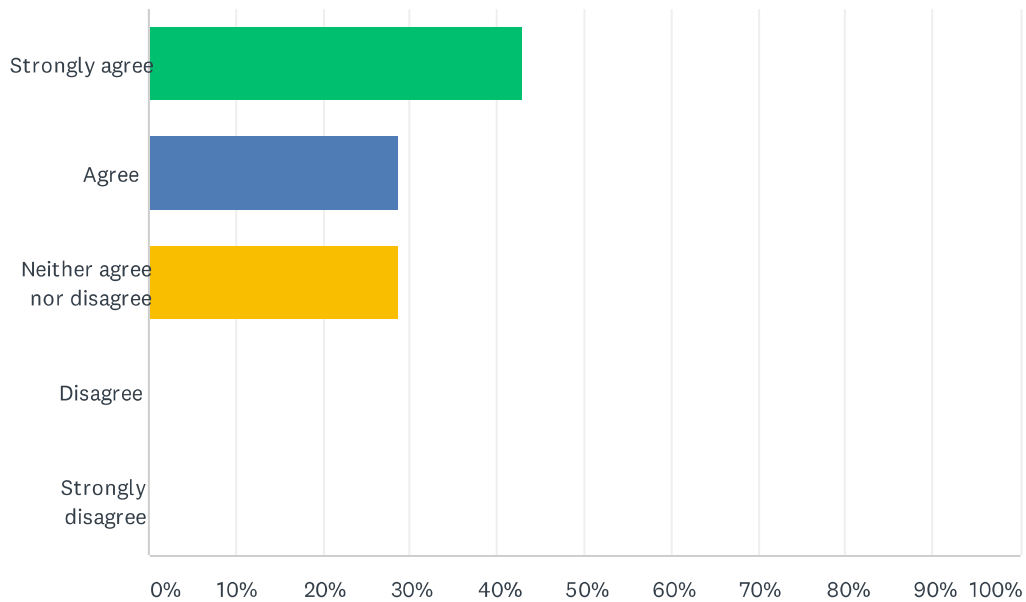
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.86%	3
Agree	14.29%	1
Neither agree nor disagree	42.86%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q15 Charles Harris demonstrates quality of analysis and judgment related to progress and opportunities, and needs for change.

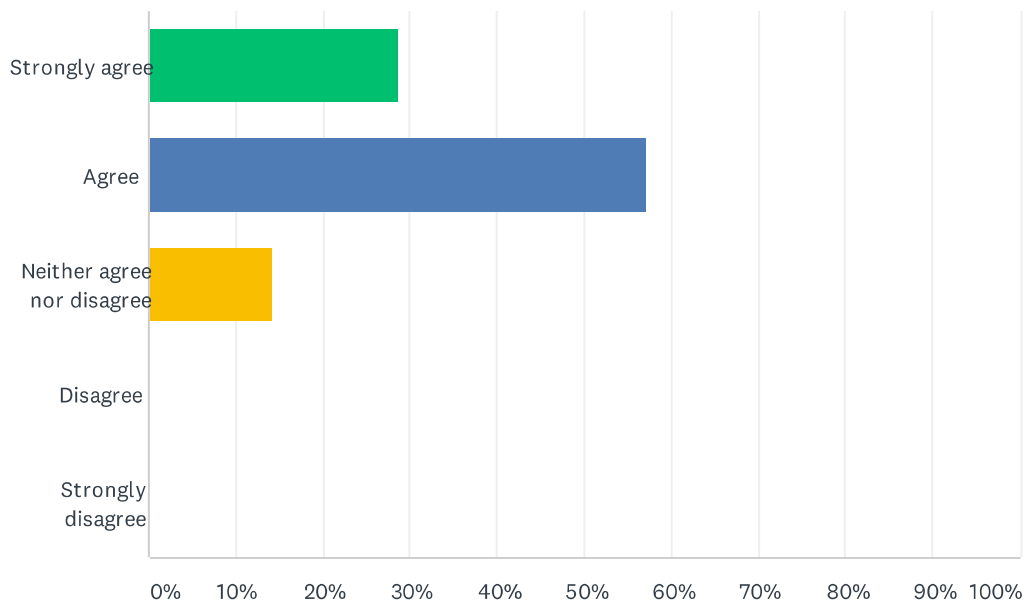
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.86%	3
Agree	28.57%	2
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q16 Charles Harris recruits and retains diverse staff to address all the needs of the organization.

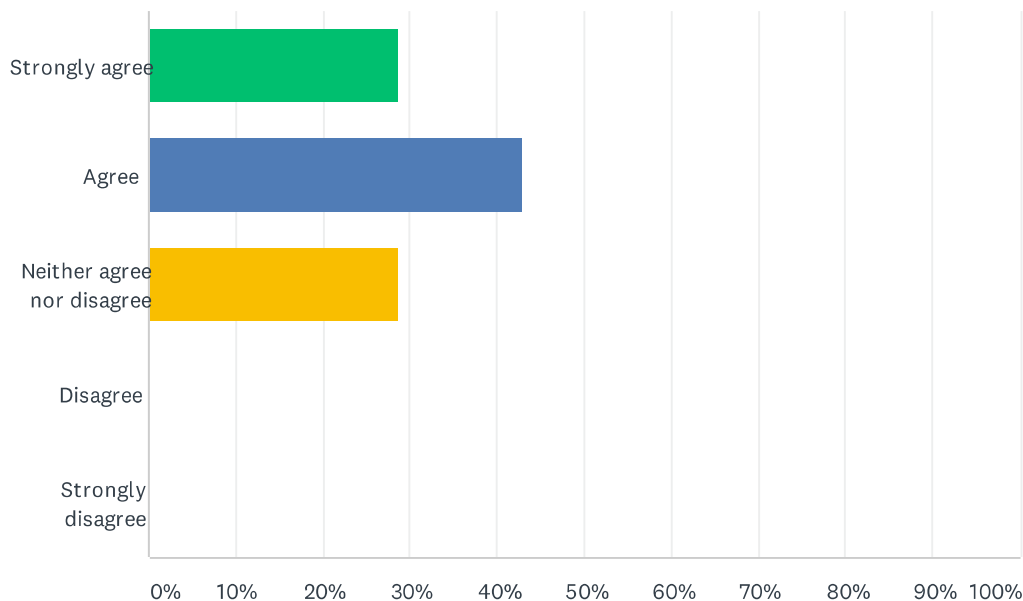
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	57.14%	4
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

Q17 Charles Harris has made quality improvements and the impact to the RSCVA has been positive.

Answered: 7 Skipped: 0

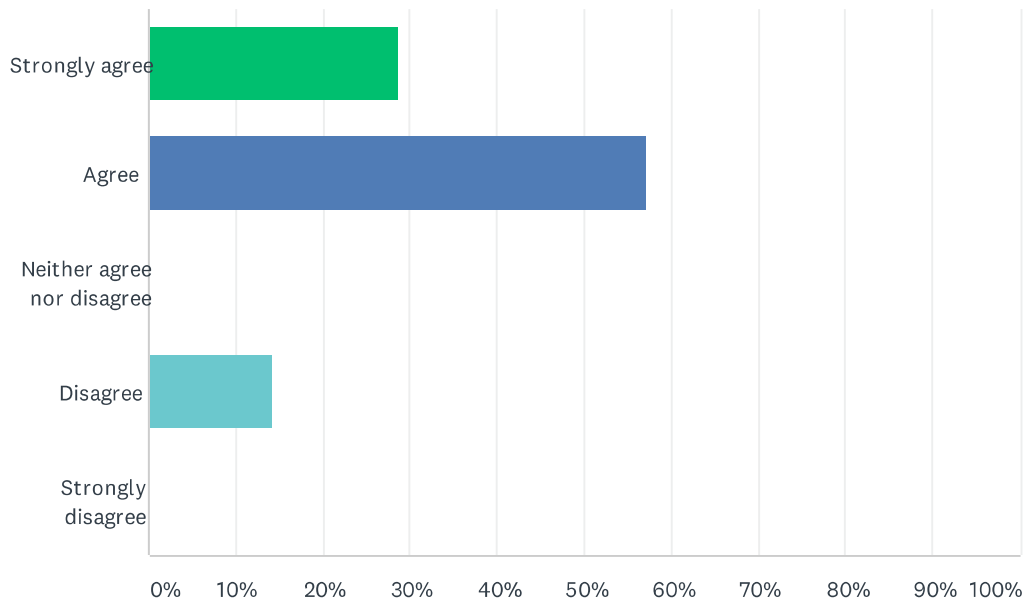


ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	42.86%	3
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		7

#	AN EXAMPLE OF SUCH QUALITY IMPROVEMENTS INCLUDE:	DATE
1	Customer Advisory Board	9/17/2021 9:58 PM
2	More communication and transparency has been good	9/17/2021 1:53 PM
3	Organization and planning has greatly improved.	9/17/2021 10:16 AM
4	promotions and new hires	9/13/2021 12:24 PM

Q18 Charles Harris has demonstrated effective skills in program development and community engagement.

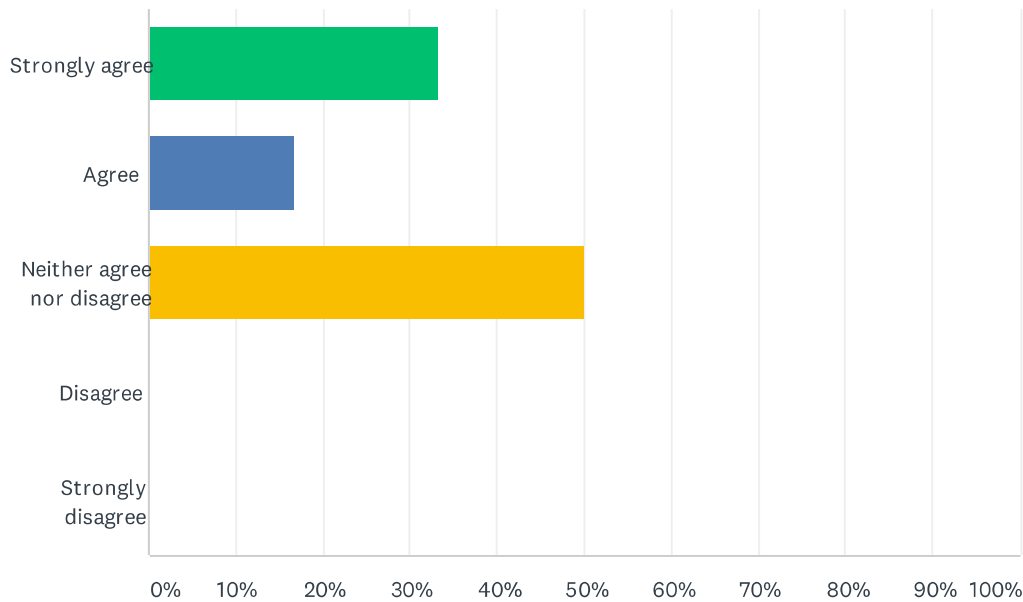
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	2
Agree	57.14%	4
Neither agree nor disagree	0.00%	0
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q19 Charles Harris demonstrates a clear understanding of the organization's vision and goals.

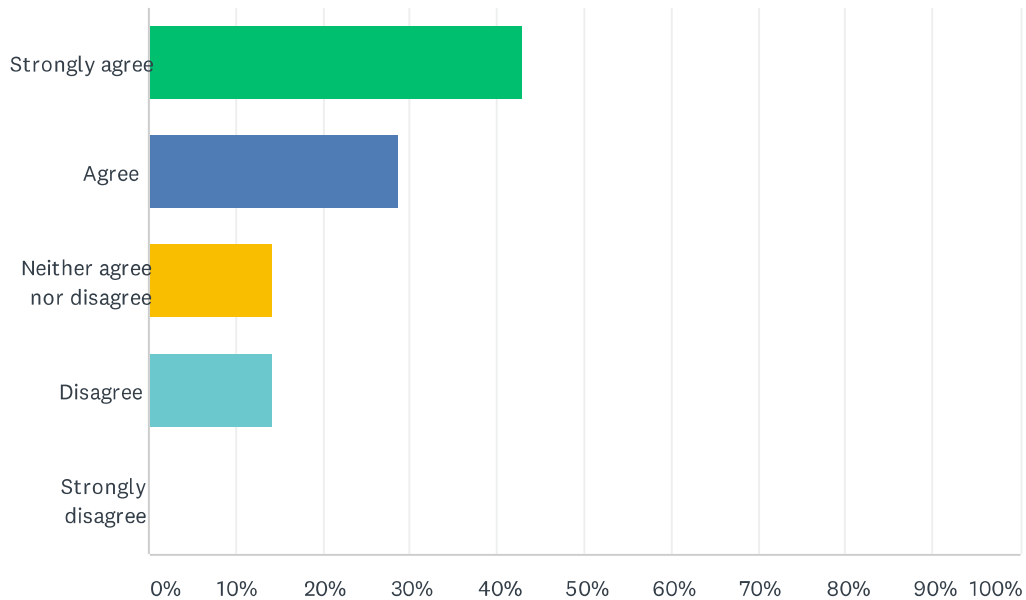
Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	2
Agree	16.67%	1
Neither agree nor disagree	50.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		6

Q20 Charles Harris welcomes diverse opinions and feedback from those who may have institutional knowledge, historical knowledge, or contrary opinions.

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.86%	3
Agree	28.57%	2
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
Strongly disagree	0.00%	0
TOTAL		7

Q21 I believe Charles Harris's strong points as President/CEO of the RSCVA are:

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	Knowledge and experience he brings to the RSCVA and the respect of the DMO community across the country who have worked with him. His work ethic and tenacity will help our destination recover from the impacts of the pandemic and become a premier travel destination as travelers look for experiences and outdoor activities that Reno Tahoe offers. The next steps are updating our strategic plan and strengthening our community connection, I know Charles will provide the leadership we need.	9/17/2021 9:58 PM
2	Communication with Board	9/17/2021 1:53 PM
3	It is my belief that Mr. Harris has strong understanding of the industry and is well versed with the national trends. I believe that he is integrated deeply with many leaders within the CVB Space.	9/17/2021 10:39 AM
4	Organized and communicates strongly keeping the board informed. Forward thinking and has been transparent with all important changes especially in regards to Executive Staffing. By his direction the executive team has been more accountable in board meetings with presentations to back up. He has recruited and hired strong new leaders into the organization.	9/17/2021 10:16 AM
5	Great job positioning Reno Tahoe as destination with National Travel and Meetings organizations.	9/17/2021 9:54 AM
6	Wealth of industry knowledge Positive attitude Strategic thinking	9/16/2021 12:27 PM
7	His ability to effectively communicate the mission of the RSCVA and to analyze the organization's strengths and opportunities for improvement.	9/13/2021 12:24 PM

Q22 I believe Charles Harris could improve by:

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Continue to connect with the community through networking and learning more about our region and people the longer he lives here.	9/17/2021 9:58 PM
2	More outspoken in Board meetings	9/17/2021 1:53 PM
3	As I believe Mr. Harris is well versed in the national level of the industry but I feel he has fallen short in his local relationships and developing the needed connections for our very unique region. I also would like to see a greater collaboration with our Southern Communities (LVCVA) and the other local agencies is crucial as the region continues to grow.	9/17/2021 10:39 AM
4	Would like to see him take more of firm stance on recommendations the come from the CEO and Staff. Understand this can be challenging with the diverse opinions from board members. Believe we should understand what he and the staff see as the appropriate strategy not necessarily what they believe the board thinks is right.	9/17/2021 10:16 AM
5	More focus on developing new business either Conventions, Special Events to help drive room nights.	9/17/2021 9:54 AM
6	Increasing the productivity of his senior team	9/13/2021 12:24 PM

Q23 Other comments, if any:

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Charles came to the RSCVA at a difficult time, hired in the middle of COVID following a contentious departure of the last CEO. This Board needs to support him and work together to help our region recover and become one of the top destinations in the country and world. The responsibility of the Board is to set policy and budget, not micromanaging but letting the CEO do the job he was hired to do.	9/17/2021 9:58 PM
2	Charles has brought a fresh new approach to the RSCVA. His approach to presentations and industry information in board meetings is appreciated. Believe he has done a solid job to date with maneuvering through several challenges.	9/17/2021 10:16 AM
3	The Board has been "in the weeds" and should allow Mr. Harris to use his years of experience and accomplishments in executing the elements of his job description. The politics of the Board often prevent Mr. Harris from focusing on what he knows to be best and has him trying to please the politicians.	9/13/2021 12:24 PM

EXHIBIT 4



Date: September 20, 20221

To: RSCVA Board of Directors

From: Charles Harris, President/CEO

Subject: **Partial Year 2020/2021 CEO Goals (Nov 2020 – June 2021)**

Previously Approved at RSCVA Board Meeting January 28, 2021

Pandemic Priorities	Goals from 11/20-6/21	Status
Further develop and execute a 12 to 24 months COVID-19 Recovery Plan.	1. Implement the COVID-19 Recovery Plan to include digital advertising in key markets. <i>This goal is considered successful when Board endorses the Plan.</i>	Completed Presented April 27, 2021
	2. Establishing a Customer Advisory Board (CAB). <i>This goal is considered successful when... identify, invite and secure 20 or more participants who will commit to serve on the CAB for 2 years.</i>	Completed 25 confirmed members serving an initial 2-year term
	3. Begin developing updated FY22-24 Strategic Plan. <i>This goal is considered successful when...the strategic planning process is defined & a schedule is in place.</i>	Completed 6-month planning process communicated via CEO reports. Next steps Oct Retreat.
Reimagine the organization to create greater staff satisfaction and address resource constraints.	1. Reinstate staff salaries. <i>This goal is considered successful when... all staff salaries are reinstated to pre-COVID levels.</i>	Completed As of Dec 31, 2020
	2. Meet with Each Staff Member & Board Member One-On-One. <i>This goal is considered successful when...all 1:1s have been conducted.</i>	Completed As of Dec 31, 2020
	3. Join & Evaluate In-Market Team on Sales Calls (As Covid-19 Restrictions Allow) <i>This goal is considered successful when...identify open markets and join in-market teams in all open markets.</i>	Completed Visited all all regions except 2 locations due to extenuating circumstances.

	<p>4. Meet with VP, Finance and Conduct Detailed Financial Review. <i>This goal is considered successful when...the FY21/22 Budget is approved.</i></p>	<p>Completed</p> <p>Board approved 21/22 Budget at the May 27, 2021, meeting</p>
<p>Improve air service using cooperative alignment with the Airport Authority, Regional Air Service Corp. and RSCVA.</p>	<p>1. Support of air lift opportunities. <i>This goal is considered successful when... airlift funding priority is budgeted and available for if/when opportunities are presented.</i></p>	<p>Completed.</p> <p>Board approved funding in 21/22 Budget.</p>
	<p>2. Invite Airport CEO to RSCVA Board for Updates. <i>This goal is considered successful when... the RTAA CEO has presented to the RSCVA Board.</i></p>	<p>Completed</p> <p>CEO presented at January 28, 2021 meeting</p>
	<p>3. Execute Local Media Tour with News Outlets with Airport CEO. <i>This goal is considered successful when...media deskside visits with the RTAA CEO are complete.</i></p>	<p>Completed</p> <p>Met with media outlets in Washoe County</p>
<p>Evaluate and execute a revised strategy concerning future operations of the four RSCVA managed facilities.</p>	<p>1. Complete ASM Contract Review and Financial Analysis. Provide Go Forward Analysis to the Board. <i>This goal is considered successful when...the Go Forward Analysis of ASM is presented to the Board.</i></p>	<p>Incomplete</p> <p>Contract review and financial analysis complete. Go forward analysis to the board scheduled after 6/30/21</p>
	<p>2. Prioritize Capital Ex Projects for Facilities. <i>This goal is considered successful when...the facility funding is approved by the Board.</i></p>	<p>Completed</p> <p>Funding approved by the Board</p>
<p>Increase the RSCVA's economic impact and continued growth as a brand.</p>	<p>1. Elevate Destination Image: CEO to Join Industry Board(s). <i>This goal is considered successful when... CEO has joined 1 industry board.</i></p>	<p>Completed</p> <p>Joined US Travel & UNR Business School, Sparks Tourism, Facility and Revitalization Steering Committee</p>
	<p>2. Establish New Destination-Based Key Performance Indicators (KPI's). <i>This goal is considered successful when... FY21/22 KPIs are approved by the Board.</i></p>	<p>Completed</p> <p>Scorecard published monthly</p>

Engage community stakeholders (i.e., businesses, academia, technology, retail, arts/culture, attractions) to develop strong RSCVA partnerships.	1. Meet with 50 Community Stakeholders by the End of 2020-21 Fiscal Year. <i>This goal is considered successful when...50 meetings are complete.</i>	Completed Met with 100+ community leaders
	2. Meet and Engage with RSCVA Legacy Event Leaders. <i>This goal is considered successful when...CEO has met with all Legacy Event Leaders.</i>	Completed Met with every Legacy event leader
	3. Explore New Partnerships to Benefit the Region. <i>This goal is considered successful when...1 new partnerships has been formed.</i>	Completed Formed with Chamber to deliver community-wide passes for locals and visitors via Bandwango

EXHIBIT 5

EXHIBIT A

POSITION DESCRIPTION

Chief Executive Officer

Company:

The Reno Sparks Convention and Visitors Authority supports a leading four season resort destination in a spectacular natural setting that offers world class attractions, recreational activities and events. The region has an outstanding quality of life, to include a vibrant and diverse business community, and has been receiving significant recent national and international recognition as a premier year-round Western destination for leisure and group/convention visitors.

Reporting Relationship and Scope of Position:

The Chief Executive Officer (CEO) reports directly to the authority's board of directors. The CEO will provide oversight for the development and the implementation of the authority's strategic plan that includes marketing and branding programs to promote the region as a premier leisure and convention destination. The CEO will oversee all RSCVA staff and its budget. This includes direct oversight across all functional areas of the authority including sales & marketing, facilities, operations, finance, IT and human resources.

POSITION SUMMARY

The President shall act as Chief Executive Officer (CEO) for the Reno-Sparks Convention and Visitors Authority (RSCVA) reports to the RSCVA Board of Directors and will manage the day-to-day business of the RSCVA within the budgetary and policy constraints set by the RSCVA Board. The CEO will provide oversight for the development and the implementation of strategic plan that includes marketing and branding programs to promote Reno-Tahoe as a leisure and convention destination.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develop the strategies and objectives for the RSCVA, including but not limited to, a comprehensive Strategic Plan, and submit same to the Board for approval/adoption. Manage and supervise the business and affairs of the RSCVA subject to the budget and policies approved by the Board.
- Oversee management and operations of all Departments of the RSCVA. Provide direct management of the senior executive staff to ensure the execution of board policy and strategic direction to brand Reno-Tahoe as a world-class tourism destination.
- Review, coordinate and submit to the Board all annual marketing and business plans and operating budgets as required. Effectively manage the Board to assure effective and cooperative organizational oversight.

- Take a leadership role in the promotion of the arts and cultural aspects of the Reno-Sparks community.
- Analyze overall operating results of the RSCVA departments relative to plans, recognize achievement and ensure that appropriate steps are undertaken to correct unsatisfactory conditions.
- Establish the limits of subordinates regarding contractual commitments, expenditures, and internal operation and personnel policies not specified by the Board. Coordinate the efforts of all departments to ensure the most cost-effective delivery of service to the Reno-Tahoe convention and travel industry.
- Provide direction and strategic leadership in the development and communication of RSCVA's operating policies and goals. Delegate authority to ensure that RSCVA goals and effective utilization of staff are met. Establishes strategic goals. Organize and assign resources and staff to accomplish annual and long-range goals.
- Set standards for performance in all areas of the organization; periodically review reports on programs; model accepted leadership behaviors and work as a member of the leadership team. Direct and participate in the planning process for future development and growth of the RSCVA, periodically present such plans for review and approval by the Board of Directors. Develop operating budgets and present financial revenue and expense reports to the Board of Directors.
- Represent the RSCVA as appropriate, in its relationships with local RSCVA clients, government agencies, professional and other similar groups, such as Convention Visitor Bureaus and Tourism and Travel industries, etc. Provide oversight of staffing strategies, plans and programs required to attract, motivate, develop, reward and retain the best work force to meet the need of the organization.
- Be a spokesperson for issues related to tourism, convention, gaming and general hospitality communities with city and state government. Update and communicate with legislators on current issues to promote awareness of critical programs that require attention.
- Identify appropriate changes in organization, business operations, technology and management practices. Become the recognized RSCVA spokesperson at the senior level on issues on importance to RSCVA. Build a positive image of the RSCVA in relevant media. Demonstrate an ability to manage change.
- Prepare or direct the preparation of official publications of the RSCVA, such as, all digital asserts, pamphlets, special reports, bulletins, newsletters, magazines, newspaper columns or other media used to disseminate information. Prepare, or direct the preparation of news articles reflecting news of the RSCVA or the reporting of projects or activities.
- Provide oversight for the development, and the implementation, of strategic marketing and branding programs to promote Reno-Tahoe as a leisure and convention destination. Provide tactical direction for the Reno-Tahoe marketing and branding programs. Manage the future of the destination by planning, innovating, strategizing, evaluating alternatives and preparing for change.
- Provide long-range planning for destination resources, infrastructure, and strategic direction. Identify major global trends that will influence and affect the local tourism industry, developing and implementing programs to address and take advantage of such trends to the competitive advantage of the destination. Provide leadership in the

marketing of the destination. Serve as a catalyst and facilitator for tourism infrastructure and destination development.

- Work as an integral member of the community leaderships and local gaming/tourism industry to ensure the sustainability of the local tourism industry. Act as tourism industry advocate by raising the awareness and profile of tourism locally in support of the industry. Liaise with all levels of government and other public entities at the local, state and national levels to represent the views of the industry on decisions affecting the tourism sector.
- Must have a proven track record as a CEO. Must have proven skill at networking; problem solving; strategic planning; financial budget knowledge; operational/business planning; political savvy; positive attitude; consensus building; public administration knowledge; ability to communicate well, orally and in writing; media and technology savvy; know the destination; can listen and hear; understands customer service; receptive and responsive to input; working knowledge of N.R.S. and open meeting laws; proactive not reactive; willingness to travel; willingness to entertain others; vision/sense of direction.
- Perform other duties, as needed, which may be assigned by the RSCVA Board.

IDEAL BACKGROUND

- Travel, tourism, hospitality experience a must, DMO experience preferred.
- A thorough understanding of the destination and its marketing and business challenges will be an advantage. However, intimate knowledge of a comparable destination is necessary.
- Broad consumer experience in sales and marketing driven cultures.
- Experienced, dynamic and successful leader who is results driven, team-focused professional with at least 10 years of proven successful leadership experience.
- Management experience with full P&L responsibility.
- An appreciation for the role economic development plays within the community. The ability to build DMO strategy to align with local economic sectors, particularly with high-growth technology clusters.
- A solid understanding of airlift and its crucial role in the success of a destination.
- Experience in marketing and/or managing convention center and event venues.

TOP CHARACTERISTICS

- Impeccable leadership skills
- Results driven and accustomed to a high level of accountability
- High integrity with a strong moral compass.
- An individual with a high likeability factor who is charismatic, confident, empathic and humble.
- A visionary
- An effective consensus builder.
- Innovative thinker, who can identify “the next big thing” both from a tourism industry and local community perspective.

- Outstanding communicator and exceptional listener
- Business acumen. Understands the industry and overall business operations. Understands the business implications of decisions as a key community leader. Aligns team's work to support strategic goals and initiatives. Sets goals and manages priorities and expectations.

TOP PRIORITIES

- Develop and execute an effective 12–24 months COVID-19 recovery plan while developing a longer-term strategic, tactical and human resources plan to accommodate a restructured operating model necessitated by the new normal.
- Play a key collaborative role in improving air service to the Reno-Tahoe International Airport. Build cooperative strategies and tactics between with the Airport Authority, Regional Air Service Consortium and the RSCVA to address deficiencies in air service.
- Evaluate and recommend the role the RSCVA should play in the future operation of the four convention and event facilities under its authority. This would include capital improvement, refocus of marketing/sales approaches and technological innovations to improve the utilization of the center and other event venues.
- Assess the operations of the organization including finances, sales, marketing and overall staff deployment, plus human resources, technology and research, meet one on one with all team members to develop a relationship, hear their thoughts and ideas and better understand the culture.
- Reach out to all stakeholders including community leaders, business owners, hospitality leaders, arts and culture, academia, elected officials and other groups and begin to develop strong and meaningful partnerships in order to build trust, confidence and credibility within the community.

EXHIBIT 6

EXHIBIT B

CEO Evaluation and Compensation

RSCVA's Board of Directors will evaluate the CEO's performance and determine if the CEO will receive a merit pay increase and/or a bonus.

I. Definition of Roles:

1. Board of Directors conducts the annual performance evaluation
2. Legal Counsel receives and compiles all evaluations responses
3. Executive Staff provides feedback to the Board of Directors on CEO leadership and management
4. Employee prepares self-evaluation and proposed goals for upcoming year.

II. Evaluation Process. The Employee will be evaluated in the following manner:

1. Feedback from Executive Staff will be solicited using an approved electronic format such as "Survey Monkey." Legal Counsel will compile the results of the Executive Staff survey and provide the same to the Board of Directors.
2. The Employee will prepare and provide a self-evaluation to the Board of Directors, together with any other requested information.
3. Each member of the Board of Directors will complete a written performance evaluation of Employee via approved electronic format such as "Survey Monkey." Legal Counsel will compile all evaluation responses and provide the compiled results to the Board of Directors.
4. After the above steps have been completed, the Board of Directors will conduct a complete evaluation of the Employee at a public meeting.

III. Merit Pay Increase. Annually, and from time to time as the Board of Directors may determine a percentage adjustment to Salary ("Merit Pay Increase") may be provided to the Employee in the sole discretion of the Board of Directors. Any Merit Pay Increase shall be in line with the average industry standard for chief executive officers at like organizations of comparable size and budget.

IV. Bonus. A Bonus may be paid to the Employee in the reasonable discretion of the Board of Directors. The Bonus is limited to a maximum of 35% of Salary but does not increase Salary. The Bonus shall be calculated based upon achievement of the Board-approved Goals for the relevant time period.