

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
EXECUTIVE and LEGISLATIVE COMMITTEE MEETING
August 11, 2022 at 3:00 PM
4065 S. Virginia Street, Suite 100
Reno, NV 89502**

**EXECUTIVE and LEGISLATIVE COMMITTEE MEMBERS:
Mr. Rick Murdock, Chair**

Councilwoman Charlene Bybee
Commissioner Bob Lucey

Ms. Ann Silver

Notice is hereby given that a quorum of the Reno-Sparks Convention and Visitors Authority Board of Directors may be present at the Executive and Legislative Committee meeting. The Executive and Legislative Committee meeting is not intended as an official meeting of the Reno-Sparks Convention and Visitors Authority Board of Directors and no deliberation or action by the Reno-Sparks Convention and Visitors Authority Board of Directors will occur.

THIS NOTICE AND AGENDA HAVE BEEN POSTED PER NRS REQUIREMENT, AT LEAST THREE BUSINESS DAYS BEFORE THE MEETING, IN ACCORDANCE WITH NRS 241.020, AT THE MEETING LOCATION AND AT THE FOLLOWING PUBLIC LOCATIONS:

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

Reno City Hall
Sparks City Hall
McKinley Arts & Culture Center
Washoe Co. Reno Downtown Library
Online at <http://notice.nv.gov/>

Items on the agenda are for possible action by the Executive & Legislative Committee unless stated otherwise. Items will not necessarily be considered in the order listed. The Executive & Legislative Committee 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.

Supporting Materials

Support materials are made available when they are provided to the Executive & Legislative Committee, or if provided during the meeting, support materials will be made available at the meeting at the same time as they are made available to the Executive Committee. Support materials are also available at the RSCVA administrative offices and at the scheduled meeting. The designated contact to obtain support materials is Lisa Farmer, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7618.

AGENDA

A. OPENING CEREMONIES

Call to Order
Roll Call
Pledge of Allegiance

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 EXECUTIVE/LEGISLATIVE COMMITTEE MEETING AUGUST 11, 2022

For possible action

D. APPROVAL OF MINUTES OF EXECUTIVE/LEGISLATIVE COMMITTEE MEETING JUNE 30, 2022

For possible action

E. REVIEW, DISCUSSION, REVISION AND POSSIBLE APPROVAL OF SURVEY QUESTIONS TO BE UTILIZED IN CONNECTION WITH THE RENO-SPARKS CONVENTION AND VISITORS AUTHORITY ANNUAL PRESIDENT/CEO REVIEW

The Executive and Legislative Committee is being asked to review, discuss, revise (if necessary), and approve the survey questions utilized in connection with the annual RSCVA President/CEO Review. Approval by the Committee is in the form of a recommendation to the full RSCVA Board of Directors for later possible revision/adoption at a duly noticed RSCVA Board of Directors meeting.

For possible action

F. COMMENTS FROM COMMITTEE MEMBERS AND/OR CEO/PRESIDENT

Informational only

G. 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.

H. ADJOURNMENT

For possible action

Persons are invited to submit written remarks on all matters, both on and off the agenda. Written remarks presented for inclusion in the Executive & Legislative Committee's minutes must be flat, unfolded, on paper of standard quality, and 8 1/2 by 11 inches in size. Written remarks shall not exceed five (5) pages in length. The RSCVA will not accept any submissions that do not comply with this rule. On a case-by-case basis, the Board of Directors may permit the filing of noncomplying written remarks, documents, and related exhibits under NRS 241.035(1)(e). Executive & Legislative Committee's meeting rooms are accessible to persons with disabilities. If special arrangements are required, please contact Lisa Farmer at 775-827-7618.

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



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**Reno-Sparks Convention & Visitors Authority
Executive/Legislative Committee Meeting Minutes
June 30, 2022**

The Executive/Legislative Committee of the Reno-Sparks Convention & Visitors Authority held an Executive/Legislative Committee meeting at 2:00 pm, on June 30, 2022, at the Reno-Sparks Convention and Visitors Authority, 4065 S. Virginia Street, Reno, NV. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

Chairman Rick Murdock called the meeting to order at 2:05 pm.

Committee Members Present:

Chairman Rick Murdock
Ms. Ann Silver
Ms. Charlene Bybee

Committee Members Absent:

Commissioner Bob Lucey

RSCVA Executive Staff and Legal Counsel Present:

Charles Harris, President/Chief Executive Officer
Lisa Farmer, Board Clerk
Molly Rezac, Legal Counsel

B. COMMENT FROM THE FLOOR BY THE PUBLIC

Chair Murdock opened the floor to public comment. There was none, public comment was closed.

**C. APPROVAL OF THE AGENDA OF THE EXECUTIVE/LEGISLATIVE COMMITTEE MEETING
AGENDA JUNE 30, 2022**

Committee Member Charlene Bybee made a motion to approve the agenda for the June 30, 2022 Executive/Legislative Committee meeting. The motion was seconded by Committee Member Ann Silver. The motion was **APPROVED** by a vote of 3-0-1 Lucey was absent.

**D. APPROVAL OF THE EXECUTIVE/LEGISLATIVE COMMITTEE MEETING MINUTES OF
JUNE 28, 2021**

Committee Member Silver made a motion to approve the minutes for the June 28, 2021, Executive/Legislative Committee meeting. The motion was seconded by Committee Member Ann Silver. The motion was **APPROVED** by a vote of 3-0-1 Lucey was absent.

E. PLANNING SESSION

E1. Planning Session to Review, Discuss, and/or Prioritize the Reno-Sparks Convention and Visitors Authority FY2022-2023 President/CEO Goals

President and CEO Charles Harris will facilitate a discussion with the Executive and Legislative Committee to review, discuss, and prioritize the RSCVA President/CEO goals for fiscal year 2022-2023. With approval and recommendation of the Committee, the goals will be presented to the full Board of Directors at a future meeting.

Mr. Charles Harris, President and CEO of the Reno-Sparks Convention and Visitors Authority, presented a draft (Attachment A) of the proposed FY22-23 CEO Goals. He reviewed each of the goals five strategic goals:

- 1) Room Night Generation,
- 2) Destination Awareness,
- 3) Organizational Sustainability,
- 4) Facility Management, and
- 5) Community Engagement

Under each of the strategic goals, Mr. Harris reviewed his specific CEO goals, the targets for FY22-23, the weighting process, and the bonus calculation for each of the CEO goals.

As a part of strategic goal #1 – Room Night Generation, he suggested a target of 220,400 produced group room nights, this was 75% of pre-pandemic levels. In the current fiscal year, the CEO's goal was 206,500. Mr. Harris explained the process used in calculating the goal for FY23. For comparison, other DMOs were setting their goals at 5% to 8% above current room night generation numbers. This was weighted at 25% as it was the main focus in terms of operational goals.

Discussion followed regarding how the changes in the economic conditions factor into travel reductions. The next CEO goal was to produce 8 OTA/FIT program opportunities, this was double the current fiscal year target. The weight for this goal was 10%.

Strategic Goal #2 – Destination Awareness, was broken down into three CEO goals:

- 1) Increase unique website sessions by 10% - FY23 Goal of 2.7M, a 30% increase
- 2) Increase referrals to partner sites by 10% - FY23 goal of 247,000, a 285% increase
- 3) Grow social community size and followers by 4% - FY23 goal of 274,500 followers

The reason for the significant increase was after the end of the pandemic, the website was again listing numerous events. Also, the metric changed from measuring just hotel referrals to all referrals that happen as a result of RSCVA website traffic. Mr. Harris explained the reason for the 4% increase in social media interaction. Social media growth was declining in general, and the metrics have moved from likes and follows, to interactions and engagement with social media users. The total weighting for this goal was 25%, broken down into 10% for website sessions, 5% for referrals, and 10% for the growth of social media community. Board Member Silver asked if the weight needed to be split out or if the weight should be combined. Mr. Harris suggested revising the weights for referrals to 10% and 5% social media audience growth, due to the changing landscape and it was easier for the partners to measure. Councilwoman Bybee suggested splitting it between 8% and 7%. There was a consensus to make that adjustment.

Strategic Goal #3 – Organizational Sustainability includes one CEO goal, to achieve the Board of Directors' approved FY22-23 budget, allowing for expense reductions and augmentations as needed. The target was to be +/- 5% of the fiscal year budget. This was weighted at 15%.

Strategic Goal #4 – Facility Management also included one CEO goal, to achieve the approved facilities budget or better with augmentations. The target was (\$3,796,545) and it was weighted at 15%.

Long Term Goal #5 – Community Engagement listed two CEO goals:

- 1) Earn and Maintain Destinations International Accreditation
- 2) Develop a community-drive, new 3-year (regional) strategic plan

This last goal wasn't necessarily spelled out in the strategic plan but was discussed considerably at the strategic plan approval meeting. The RSCVA plays an important part in bringing folks together and driving the destination for 10, 20, and 30 years in the future. Mr. Harris suggested moving forward with an RFP to start the process for some regional long-term planning, which he estimated would cost about \$200,000. A lot of destinations are moving in this direction, trying to maintain connections and relationships with transportation, city, community, etc stakeholders.

Board Member Silver asked if this was something Mr. Harris was interested in doing. Mr. Harris said it was of interest to him, that trying to get the players together, where the RSCVA has a seat at the table, will help contribute to driving visitation and increased long-term commitments to enhance visitor opportunities and resources. Without this type of planning, reactions will remain reactive and at times rushed. Board Member Silver was concerned about changing landscapes in the community and the Board, she didn't want to invest the time and financial resources if the results of the planning were put aside as leadership, conditions, and community/political environments change. She was looking at it as more of strategies, not specific goals.

Discussion followed regarding the Board's interest and best practices within other DMOs. The Committee discussed whether special events needed to be called out or could be included in Goal #1 – Room Night Generation. Mr. Harris said since how special events were handled was being changed, he didn't want to create goals that might not align with or be measured in the same way, as the process and/or procedures for special events could change within the fiscal year. More discussion followed regarding how to include the importance of special events, including the use of funding for seed money for new events that may become large and replace some of the legacy events that may have plateaued. There was a concern that there was not a way to accurately account for room nights for special events.

The Board discussed the importance of the relationship between RSCVA and the airport. Mr. Harris suggested changing Goal #5 using the airport spend to target east coast retention and maintenance of existing services.

The proposed changes to the presented CEO goals included:

- Goal #2: Destination Awareness
 - Referrals increase weighting to 8%
 - Social media growth, decrease weighting to 7%
- Goal #5: Community Engagement
 - Change CEO goal to Airport Marketing: Develop a plan on the spend for the \$1M to put in market, develop new routes, maintain key routes, and educate the decision makers for the airlines, working with the airport.

Councilwoman Bybee suggested keeping the category as long-term planning or adding another category under Goal #2: Destination Awareness to include the language about the airport spend. More discussion followed regarding special events and their relationship to room night generation. Mr. Harris suggested adding to the goals for the annual plan to develop a way to measure the impacts of (special) events.

Board Member Silver made a motion to approve for recommendation the FY22/23 CEO goals as revised by the Committee. Councilwoman Bybee seconded the motion. The motion was **APPROVED** by a vote of 3-0-1 Lucey was absent.

F. COMMITTEE MEMBERS' COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

Legal Counsel Rezac said during the prior year's CEO review. There were some questions about the survey questions. Ms. Rezac suggested this Committee meet to review the questions before they go to the Board of Directors for review.

G. COMMENTS FROM THE FLOOR BY THE PUBLIC

Chair Murdock opened the floor to public comment. There was none, public comment was closed.

H. ADJOURNMENT

The meeting adjourned at 3:32 pm.

DRAFT



M E M O R A N D U M

To: Reno-Sparks Convention and Visitors Authority
Executive and Legislative Committee

cc: Charles Harris
President/CEO

From: Dickinson Wright PLLC
Benjamin W. Kennedy, Esq.

Date: August 10, 2022

Re: President/CEO Survey Questions

Each year, as part of the annual Reno-Sparks Convention and Visitors Authority (“RSCVA”) President/CEO review there are two separate surveys conducted. One survey is completed by the RSCVA Board of Directors (the “Board Survey”) and the other is completed by executive staff (the “Staff Survey”). At its meeting on August 11, 2022, the RSCVA Executive and Legislative Committee (the “Committee”) is being asked to review and provide input to the Board regarding possible revisions to the questions utilized in conducting the Board Survey and Staff Survey. The survey questions as revised by the Committee will be submitted to the full RSCVA Board for further discussion and will be deemed finalized when approved by the full Board at a duly noticed public meeting.

To assist the Committee in its task, legal counsel has solicited input from the full Board of Directors regarding the various survey questions and has compiled the responses received. Attached hereto as Exhibit A is the list of questions currently comprising the Board Survey, along with suggested revisions relative to each question. Attached hereto as Exhibit B is the same with respect to the Staff Survey. To the extent Board members provided broad narrative commentary rather than suggestions specific to a particular question, the summarized narrative responses are set forth in Exhibit C.

In addition, for the convenience of the Committee, attached as Exhibit D is the RSCVA President/CEO position description, and attached as Exhibit E is the President/CEO Evaluation and Compensation criteria included in the President/CEO’s Employment Agreement.

Possible Motion: “I move that the Staff Survey and Board Survey questions be revised by legal counsel as discussed and submitted to the full RSVCA Board of Directors for Board consideration at a future RSCVA Board of Directors meeting.”

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 2

Exhibit A

Suggested Revisions to Board Survey

These questions were developed based upon the CEO Position Description. Each survey question, except for Nos. 21, 22, and 23, allows for the responses as “Strongly Agree,” “Agree,” “Neither Agree nor Disagree,” “Disagree,” or “Strongly Disagree.”

1. Charles Harris has developed the strategies and objectives for the Authority, including, but not limited to, updating the comprehensive strategic plan.
 - No Board member comments received.
2. 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.
 - No Board member comments received.
3. Charles Harris represents the Authority well in its relationships with local clients, government agencies, professional and other similar groups.
 - No Board member comments received.
4. 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.
 - Board member has suggested deleting this question.
5. Charles Harris provides long-range planning for destination resources, infrastructure, and strategic direction.
 - No Board member comments received.
6. 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.
 - No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 3

7. Charles Harris effectively communicates with Board members, 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.
 - Board member has suggested deleting this question.
 - Board member has suggested changes as shown above.
8. 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.
 - Board member has suggested deleting this question.
9. 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.
 - No Board member comments received.
10. 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.
 - No Board member comments received.
11. 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.
 - No Board member comments received.
12. 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.
 - No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 4

13. Charles Harris maintains and utilizes a solid working knowledge of significant developments and trends within the industry.
 - Board member has suggested deleting this question.
14. Charles Harris establishes ambitious goals for excellence and impacts and initiates, maintains, and adapts programs for the benefit of the organization.
 - Board member has suggested deleting this question.
15. Charles Harris demonstrates quality of analysis and judgment related to progress and opportunities, and needs for change.
 - No Board member comments received.
16. Charles Harris recruits and retains diverse staff to address all the needs of the organization.
 - No Board member comments received.
17. Charles Harris has made quality improvements and the impact to the RSCVA has been positive.
 - Board member has suggested deleting this question.
18. Charles Harris has demonstrated effective skills in program development and community engagement.
 - Board member has suggested deleting this question.
19. Charles Harris demonstrates a clear understanding of the organization's vision and goals, along with a keen awareness of its overall finances and its importance as the taxation authority over hotel room-tax and the development of new room-night business for Reno-Sparks-Tahoe with all stakeholders.
 - Board member has suggested deleting this question.
 - Board member has suggested changes as shown above.
20. Charles Harris welcomes diverse opinions and feedback from those who may have institutional knowledge, historical knowledge, or contrary opinions.
 - Board member has suggested deleting this question.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 5

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

- No Board member comments received.

22. I believe Charles Harris could improve by:

- No Board member comments received.

23. Other comments, if any:

- No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 6

Exhibit B

Suggested Revisions to Staff Survey

Each survey question, except for Nos. 20, 21, and 22, allows for the responses as “Strongly Agree,” “Agree,” “Neither Agree nor Disagree,” “Disagree,” or “Strongly Disagree.”

1. Charles Harris demonstrates effective leadership for the organization.
 - Board member has suggested changes as shown above.
2. Charles Harris guides the team in setting goals and expectations.
 - No Board member comments received.
3. Charles Harris gives me adequate responsibility and the authority to get things done.
 - No Board member comments received.
4. Charles Harris listens, communicates well and provides effective, timely communication.
 - No Board member comments received.
5. Charles Harris builds respect and portrays the organization positively within various constituencies.
 - No Board member comments received.
6. Charles Harris supports the overall movement and motivation of the organization.
 - No Board member comments received.
7. Charles Harris maintains and utilizes a solid working knowledge of significant developments and trends within the industry.
 - No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 7

8. Charles Harris establishes ambitious goals for excellence and impacts and initiates, maintains, and adapts programs for the benefit of the organization.
 - No Board member comments received.
9. Charles Harris adheres to RSCVA policies and procedures.
 - No Board member comments received.
10. Charles Harris demonstrates quality of analysis and judgment related to progress and opportunities, and needs for change.
 - No Board member comments received.
11. 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.
 - No Board member comments received.
12. Charles Harris recruits and retains diverse staff to address all the needs of the organization.
 - No Board member comments received.
13. Charles Harris has made quality improvements and the impact to the RSCVA has been positive.
 - No Board member comments received.
14. Charles Harris has demonstrated effective skills in program developments and community engagement.
 - Board member has suggested deleting this question.
15. Charles Harris is available and accessible to the public, the board and employees.
 - No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 8

16. Charles Harris provides leadership development and leadership succession planning opportunities to his employees.
 - No Board member comments received.
17. Charles Harris demonstrates a clear understanding of the organization's vision and goals.
 - Board member has suggested deleting this question.
18. Charles Harris welcomes diverse opinions and feedback for those who may have institutional knowledge, historic knowledge, or contrary opinions.
 - Board member has suggested deleting this question.
19. Charles Harris accepts constructive criticism and is open to new ideas and new approaches to solving problems.
 - No Board member comments received.
20. I believe Charles Harris's strong points as President/CEO of the RSCVA are:
 - No Board member comments received.
21. I believe Charles Harris could improve by:
 - No Board member comments received.
22. Other comments, if any:
 - No Board member comments received.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 9

Exhibit C

Narrative Comments Regarding Survey Process

- Board member has commented that the staff questions seem excessive and somewhat redundant. Also noted that in some instances, the President/CEO's performance in some aspects may not be known/observed by staff.
- Board member has asked that the survey responses be reduced to Agree/Disagree/No Response.
- Board member has stated that given the establishment of annual goals, those goals should serve as the measurable outcomes on which the President/CEO's evaluation is based.

One Board member approached the review process from more of an overview and indicated that the President/CEO evaluation should include 4-5 segments of responsibility that tie directly to the position description. Each segment could have bullet pointed questions which would need to be developed. The sample provided for consideration is set forth below, though the Board member indicated that the below sample is intended to be a suggestion only for the purposes of discussion:

I. Strategic Development and Plan Execution:

- CEO has developed the strategies and objectives for the Authority, including, but not limited to, updating the comprehensive strategic plan.
- CEO successfully oversees and implements projects as needed and has show the ability to adapt to changing conditions and integrate special projects as needed.

II. Budget and Finance Oversight:

- CEO demonstrates full understanding of the budget and reacts accordingly to market conditions.
- CEO is knowledgeable and current on fiscal status of all RSCVA facilities

III. Sales and Marketing:

- CEO has solid oversight of all sales and marketing efforts
- CEO is current in understanding where the organization stands regarding room tax collection and related variables
- Effective in pursuing business development opportunities i.e. groups, conventions, events...

IV. Administrative, HR, Executive Team Oversight:

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 10

- CEO effectively directs senior executive team to ensure the execution of board policy and strategic direction
- (maybe something tied to culture, safe and welcoming work environment)
- Employee development

V. Community Relations/Outreach

- Involvement in the community
- Consistent outreach to stakeholders
- Public accessibility

VI. Board and Staff Communications

- Timely and consistent communication with board members
- Effective and regular communication with staff

VII. Open Comments:

- CEO attributes
- Areas for CEO improvement

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 11

Exhibit D

RSCVA President/CEO Job Description

[see attached]

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.

MEMO: Reno - Sparks Convention and Visitors Authority
Executive and Legislative Committee
DATE: August 10, 2022
PAGE: 12

Exhibit E

RSCVA President/CEO Evaluation and Compensation Policies

[see attached]

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.