

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, September 22, 2022, at 9:00 a.m.
Reno-Sparks Convention and Visitors Authority
4065 S. Virginia Street, Board Room
Reno, Nevada**

**BOARD OF DIRECTORS:
Councilwoman Charlene Bybee, Chair**

Mayor Hillary Schieve
Commissioner Bob Lucey
Mr. Stephen Ascuaga
Mr. Andy Chapman

Ms. Shannon Keel
Mr. Rick Murdock
Ms. Ann Silver
Ms. Jessica Sferrazza

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 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 Lisa Farmer, 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 22, 2022, REGULAR MEETING OF THE BOARD OF DIRECTORS

For possible action

D. APPROVAL OF THE MINUTES OF THE AUGUST 25, 2022 SPECIAL MEETING OF THE BOARD OF DIRECTORS

For possible action

E. EXECUTIVE UPDATE(S)

E1. Reno-Sparks Convention and Visitors Authority CEO Update

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

Informational only

F. PRESENTATIONS

F1. Presentation: Update from the Reno-Tahoe Airport Authority

Mr. Daren Griffin, President and CEO, of the Reno-Tahoe Airport Authority, will provide an update on the Reno-Tahoe International Airport to the RSCVA Board of Directors.

Informational only

F2. Presentation: Annual Plan Update - RSCVA Sales Department

Mr. Mike Larragueta, RSCVA Vice President of Sales, will provide the RSCVA Board of Directors with a Sales update on the current fiscal year initiatives to address two of the priorities within the annual and three-year strategic master plans.

Informational only

G. BOARD MATTERS

G1. Review, Discussion, and Possible Action Regarding RSCVA President and CEO Mr. Charles Harris' Goals and Objectives for FY 2021-2022

The RSCVA Board of Directors will review, discuss, and may possibly take action to approve the payment of a bonus of up to \$104,545.08 to the President/CEO based on achievement of the FY 2021-2022 CEO goals and objectives.

For possible action

G2. Review, Discussion, and Possible Action Regarding the Annual Review of RSCVA President and CEO Mr. Charles Harris for FY 2021-2022

Pursuant to the RSCVA CEO Evaluation and Compensation Policy, the RSCVA Board of Directors will conduct the RSCVA CEO's annual performance evaluation. As part of that evaluation, the RSCVA Board of Directors may determine a percentage adjustment to the CEO's annual salary as a merit pay increase in an amount to be determined by the RSCVA Board of Directors.

For possible action

G3. Review, Discussion, and Possible Action to Approve Funding for the Incline Village/Crystal Bay TART Connect Micro-Shuttle Project

The RSCVA Board of Directors is being asked to review, discuss, and possibly take action to approve a request by Travel North Tahoe (formerly Incline Village Crystal Bay Visitors Bureau) to provide matching funds for the FY 2022-2023 TART Connect Incline Village Crystal Bay Zone 3 Micro-Shuttle project in an amount not to exceed \$350,000.

For possible action

G4. Review, Discussion, and Possible Action to Approve Staff's Recommendation for the Purchase of a Laser Projector and Lens for the Large Video Screen at the National Bowling Stadium

The RSCVA Board of Directors is being asked to review, discuss, and take possible action to approve the purchase of a laser projector and lens for the large video screen at the National Bowling Stadium from Teledata Technologies in an amount not to exceed \$144,420.64.

For possible action

H. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

RSCVA Board Members may share announcements, reports, updates, and requests for information. This item is informational only, and no discussion among Board Members will take place on this item.

Informational only

I. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

J. ADJOURNMENT

For possible action

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

ITEM D

**Reno-Sparks Convention & Visitors Authority
Special Meeting held Thursday, August 25, 2022, at 8:30 a.m.
Reno-Sparks Convention and Visitors Authority
4065 S. Virginia Street, Board Room, Reno, Nevada**

The Reno-Sparks Convention & Visitors Authority Board of Directors met at 8:30 am on Thursday, August 25, 2022. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

A1. Call to Order

Chair Charlene Bybee called the meeting to order at 8:33 am.

A2. Pledge of Allegiance

Chair Bybee asked a visiting guest to lead the pledge of allegiance.

A3. Roll Call

The Clerk of the Board took roll call.

Board Members Present:

Councilwoman Charlene Bybee, RSCVA Chair
Stephan Ascuaga, RSCVA Board Member
Andy Chapman, RSCVA Board Member **[Via Zoom]**
Rick Murdock, RSCVA Board Member
Mayor Hillary Schieve, RSCVA Vice Chair **[Via Zoom]**
Jessica Sferrazza, RSCVA Board Member

Board Members Absent:

Shannon Keel, RSCVA Board Member
Commissioner Bob Lucey, RSCVA Board Member
Ann Silver, RSCVA Board Member

RSCVA Executive Staff Present:

Charles Harris, President & CEO

RSCVA Legal Counsel:

Benjamin Kennedy, Dickson Wright
Molly Rezac, Olgetree, Deakins

Board Clerk:

Lisa Farmer, Executive Assistant to the CEO

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

There was no public comment.

C. APPROVAL OF THE AGENDA OF THE AUGUST 25, 2022 SPECIAL MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the agenda of the August 25, 2022, special meeting of the Board of Directors as presented.

Moved by: Board Member Murdock

Seconded by: Board Member Sferrazza

Aye: Board Members: Ascuaga, Bybee, Chapman, Murdock, Schieve, and Sferrazza

Nay:

Absent: Board Members: Keel, Lucey, and Silver

Abstain:

Vote: Motion passed unanimously

D. APPROVAL OF THE MINUTES OF THE JULY 14, 2022, MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the minutes of the July 14, 2022, meeting of the Board of Directors as presented.

Moved by: Board Member Sferrazza

Seconded by: Board Member Murdock

Aye: Board Members: Ascuaga, Bybee, Murdock, Schieve, and Sferrazza

Nay:

Absent: Board Members: Keel, Lucey, and Silver

Abstain: Board Member: Chapman

Vote: Motion passed unanimously

E. REVIEW, DISCUSSION, AND POSSIBLE ACTION REGARDING AN EXCEPTION TO HUMAN RESOURCES POLICIES 900.901 AND 900.903

Mr. Charles Harris, President and CEO, explained the policy change was being proposed to allow employees who were laid off in 2018 to retain their hire date for purposes of leave accrual, seniority, and retirement benefits. There was not a significant budgetary impact, however, there was an extreme benefit to the RSCVA to hire back individuals in key positions with experience and who are familiar with operations.

Motion: Move to authorize an exception to Policies 900.901 and 900.003., to allow former employees who were employed by RSCVA in the Facilities Department prior to the outsourcing of facility operations to ASM Global and through June 16, 2018, to retain their previous RSCVA hire date for purposes of sick accruals, vacation accruals, and retirement benefits, if they are rehired by the RSCVA by December 31, 2022.

Moved by: Board Member Chapman

Seconded by: Mayor Schieve

Aye: Board Members: Ascuaga, Bybee, Chapman, Murdock, Schieve, and Sferrazza

Nay:

Absent: Board Members: Keel, Lucey, and Silver

Abstain:

Vote: Motion passed unanimously

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

Board Member Murdock shared that the Executive and Legislative Committee spent a good amount of time reviewing and revising the survey questions to be used in the surveys going to the Board of Directors, and to the senior staff.

Chair Bybee added that the Committee did a lot of cleaning up the questions to make them concise. Legal Counsel Ben Kennedy said input was gathered from the Board ahead of the Committee meeting. All comments and revisions were presented to the Committee, and they did their best to incorporate the information into the revised questionnaire.

Discussion followed regarding the process, which was included in the President/CEO's employment contract. The surveys were tools used as a resource by the Board when conducting the President/CEO's annual review for both merit and incentive pay.

Board Member Sferrazza requested that question #8 on the Board of Directors survey. Discussion followed and question #8 was modified to read "Charles Harris keeps Board Members up to date on issues and demonstrates responsiveness."

More discussion followed regarding the possibility of creating and/ or participating in a third-party survey for all employees to measure organizational culture.

Motion: Move to approve the survey questions as revised.

Moved by: Board Member Chapman

Seconded by: Mayor Schieve

Aye: Board Members: Ascuaga, Bybee, Chapman, Murdock, Schieve, and Sferrazza

Nay:

Absent: Board Members: Keel, Lucey, and Silver

Abstain:

Vote: Motion passed unanimously.

G. COMMENTS FROM THE FLOOR BY THE PUBLIC

There was no public comment.

H. ADJOURNMENT

Chair Bybee adjourned the meeting at 9:16 am.

The meeting may be viewed here: <https://youtu.be/nJRwh9eCmg0>

September 22, 2022

RenoTahoe.

Sales Update

Mike Larragueta, Vice President of Sales

VisitRenoTahoe.com

FY 22/23 Annual Goal

Align and adapt to key stakeholders' sales strategies and priorities so that the organization is targeting properties' priority customers through group sales.



A photograph of two women walking on a paved path next to a river. The woman on the left is wearing a striped long-sleeved shirt and olive green leggings, carrying a purple yoga mat. The woman on the right is wearing a blue tank top and blue leggings, carrying a green yoga mat. They are both smiling and looking towards the camera. The path is bordered by a concrete wall on the left and a rocky riverbank on the right. The river has a small waterfall in the background. The scene is surrounded by lush greenery and trees.

Key Initiative #1

Complete an assessment of all major stakeholders' ideal group requirements.



Room Nights



Total annual group room night goals for each major property.



Group room nights per month.



Midweek and weekend group room night ceilings.



Property Preferences



Preferred arrival and departure patterns.



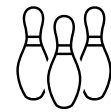
Food and Beverage minimums.



Determine Hotel Properties trends in the group segment.



Mix Strategy



Hotel properties position on sports groups.



Hotel Properties position on youth groups.



Attendee demographics.

A blurred background image of an office environment. Several people are visible, some sitting at desks with laptops, others standing and talking. The image is out of focus, emphasizing the text overlay.

Key Initiative #2

Implement an annual hotel engagement program.

RSCVA Annual Group and Sports Media Campaign



Davis Cup Print Ad



Reno Sports Planning Guide



PCMA Commission Ad

Consumed Tradeshows



MPI Exchange Program WEC
June 21-23, 2022
San Francisco, CA



Connect Marketplace Annual
August 8-10, 2022
Detroit, MI



ASAE Annual Meeting & Expo
August 20-23, 2022
Nashville, TN

Upcoming Tradeshows

Smart^{meetings}
Experiences



iMEX
america

LAS VEGAS MANDALAY BAY
OCTOBER 11-13, 2022

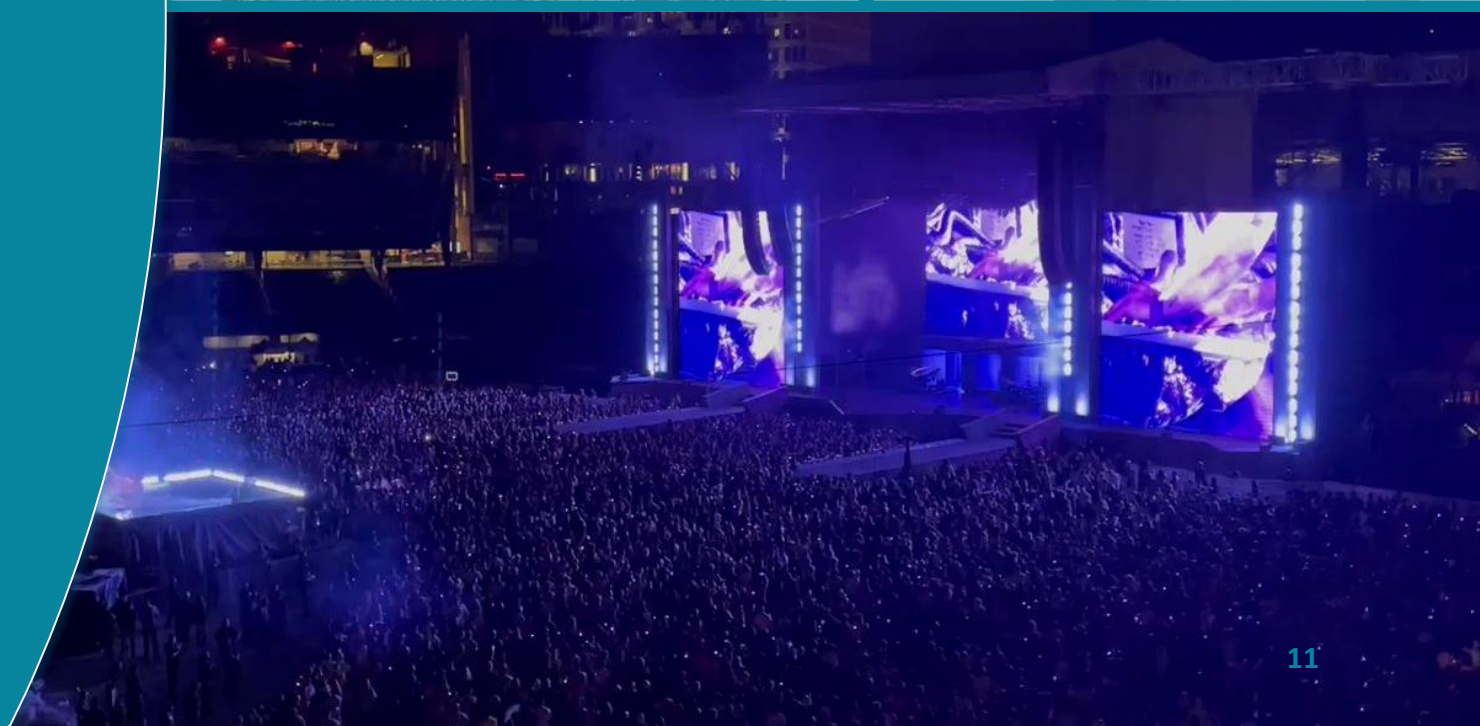
**Convening
Leaders** pcma

2023 | COLUMBUS | JANUARY 8-11

In-Market Client Events

Roma Giordano
Bouquet & Sip - Dallas, TX

Shaun Tracy
Lady Gaga - Atlanta, GA



In-Market Client Events

Lizzo "The Special Tour"
September 27 - Washington, DC

SD Padres vs LA Dodgers
September 27 - San Diego, CA

**Kansas City Chiefs vs
Tennessee Titans**
November 6 - Kansas City, MO





Quarterly Networking



Quarterly lunches with Hotel Sales Leaders

DOS/DOT Meetings

- Q1 September
- Q2 December
- Q3 March
- Q4 June

[VisitRenoTahoe.com](https://www.visitreno-tahoe.com)

THANK YOU.

September 22, 2022

MEMORANDUM

TO: RSCVA Board of Directors

FROM: Molly M. Rezac

DATE: September 15, 2022

SUBJECT: RSCVA CEO Review

Pursuant to the RSCVA CEO Evaluation and Compensation policy (the “Policy”), RSCVA Board of Directors may pay a Bonus to the RSCVA CEO in its reasonable discretion based upon achievement of the Board-approved CEO Goals. The Bonus is limited to a maximum of 35% of the CEO’s salary. For Fiscal Year 2021/2022, 35% of the CEO’s salary is \$104,545.08.

Attached hereto please find CEO Goal Outcomes for Fiscal Year 2021/2022.



Date: September 9, 2022
To: RSCVA Board of Directors
From: Charles Harris, President/CEO
Subject: **Fiscal Year 2021/22 CEO Goals* Outcomes**

***as approved by the RSCVA Board of Directors July 22, 2021**

Strategic Goals	CEO Goal	FY 21/22 Target	Weighting	Process	Outcomes
Goal #1: Room Night Generation	Increase produced group nights back to 70% of pre-pandemic levels.	206,500 Produced Group Room Nights	25%	Bonus calculated on following scale: If 206,500 room nights produced, full bonus for this goal awarded. If 206,499 to 190,000 room nights produced, 90% bonus for this goal awarded. If 189,999 to 180,000 room nights produced, 80% bonus for this goal awarded. If 179,999 to 170,000 room nights produced 70% bonus for this goal awarded.	215,795 group room nights produced or 105% to annual goal
	Produce 4 OTA/FIT programs and opportunities presented to hotels for needs quarters.	4 programs	10%	Bonus given if goal achieved.	14 programs and opportunities presented during needs periods which resulted in \$26 Million+ in room tax revenue or 350% to annual plan
Goal #2: Destination Awareness	Build unique Website sessions back to 2018/19 levels.	Total 2,100,000 sessions	10%	Bonus calculated on following scale: If 2,100,000 users realized, full bonus awarded. If 2,199,999-2,150,000, 90% bonus for goal awarded.	Totaled 2,497,149 sessions or 119% to plan

				<p>If 2,149,000-2,100,000, 80% bonus for goal awarded.</p> <p>If 2,099,999-2,050,000, 70% bonus for goal awarded.</p>	
	<p>Increase web traffic referrals to partner sites back to 2018/19 levels.</p>	<p>Total 88,000 referrals</p>	<p>5%</p>	<p>Bonus calculated on following scale:</p> <p>If 88,000 followers realized, full bonus for this goal awarded.</p> <p>If 87,999-87,000 90% bonus for this goal awarded.</p> <p>If 86,999-86,000, 80% bonus for this goal awarded.</p> <p>If 85,999-85,000 70% bonus for this goal awarded.</p>	<p>Recorded 269,846 partner referrals or 307% to the annual plan</p>
	<p>Grow Social community size and followers.</p>	<p>Total 260,000 followers</p>	<p>10%</p>	<p>Bonus calculated on following scale:</p> <p>If 260,000 followers realized, full bonus for this goal awarded.</p> <p>If 259,999-250,000 90% bonus for this goal awarded.</p> <p>If 249,999-240,000, 80% bonus for this goal awarded.</p> <p>If 239,999-230,000 70% bonus for this goal awarded.</p>	<p>The organization's social community size grew to 264,254 followers and finished 102% to the annual plan</p>
<p>Goal #3: Organizational Sustainability</p>	<p>Achieve the Board approved FY21/22 Budget, allowing for expense reductions & augmentations as needed.</p>	<p>+/- 5% of fiscal year budget achieved</p>	<p>15%</p>	<p>Bonus given if goal achieved.</p>	<p>Expenditures did not exceed the budget; budget compliance achieved.</p>

Goal #4 Facility Management	Achieve the approved facilities budget or better in FY21/22, with augmentations.	Budgeted number is \$-3,796,545	15%	Bonus given if goal achieved.	Facilities losses under approved augmented budget; goal achieved
Goal #5 Community Engagement	Earn & maintain Destinations International Accreditation for RSCVA.	Accreditation received	5%	Bonus given if goal achieved Earning this is based on a 93 best-in-class items to be completed.	The organization earned accreditation by Destinations International for the first time since 2018, meeting the Board's objective
	Develop a community-driven, new 3-Year Strategic Plan , based on a comprehensive destination assessment and national benchmark.	Strategic Plan approved by the Board	5%	Bonus given if goal achieved.	A new three-year strategic plan was unanimously approved by the Board. Also updated Mission and Vision and created Company Values

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

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

MEMORANDUM

TO: RSCVA Board of Directors

FROM: Molly M. Rezac

DATE: September 15, 2022

SUBJECT: RSCVA CEO Review

In accordance with the RSCVA CEO Evaluation and Compensation policy (the “Policy”), RSCVA Board of Directors is to conduct the RSCVA CEO’s annual performance evaluation at its public meeting on September 22, 2022.

Attached hereto please find the following information to assist in preparation for the CEO annual performance evaluation:

1. RSCVA CEO Evaluation and Compensation Policy
2. RSCVA CEO Position Description
3. Charles Harris’ Self-Evaluation
4. Results of the Executive Staff Survey
5. Results of the Board Survey

Pursuant to the Policy, the Board of Directors may, in its sole discretion, increase the CEO’s Salary as a Merit Pay Increase. The following is the relevant salary information for the RSCVA CEO:

<u>Date</u>	<u>Salary</u>	<u>Reason</u>
November 16, 2020	\$290,000.10	Hire Date
July 1, 2021	\$298,700.22	3% COLA approved by Board for all employees
July 1, 2022	\$310,648.26	4% COLA approved by Board for all employees

Exhibit 1

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.

Exhibit 2

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 3



2021-22 CEO Self Evaluation

During the FY 2021-22 fiscal year, the Reno-Sparks Convention and Visitors Authority enjoyed a revival amid the Covid-19 recovery. Our top priority was executing the second year of a detailed Covid recovery plan and we completed it with record setting results across multiple business segments.

For the second consecutive fiscal year, the sales team exceeded their annual group night goal. Even with a lower overall budget, marketing activity across paid, owned, earned media and travel trade channels accelerated the destination's recovery and exceeded annual targets.

In addition to these goals, the organization responded to my leadership and delivered impressive results by conquering significant projects. We coordinated, planned and executed the Conference of Mayors event, a major project which was not part of the approved 2021-22 goals. After terminating the agreement with ASM Global Management, we developed and executed a successful transition plan to take over operations of the four facilities and absorb the current employees. We issued an RFP for a new food service provider, and vetted three potential new partners, ultimately hiring Aramark and an additional 77 employees prior to the June takeover. Finally, we researched, developed, planned and received unanimous approval from the board on a new three-year strategic plan with updated mission and vision statements as well as a new set of company values developed by employees.

The RSCVA also successfully increased its overall reserves. When I began my tenure in November of 2020, the RSCVA had \$1 million in the organization's rainy-day fund. From the start, I made it a priority to grow this reserve for future organizational needs during a crisis such as a Covid Pandemic. The fund reached \$1.4 million by the end of the 2021-22 fiscal year, a 40% increase since I joined the organization. The target in 2022-23 is to increase the total by another \$200,000 this year to \$1.6 million in reserves.

Before documenting a detailed review of the execution of the board approved goals for the 2021-22 fiscal year, I have included additional year-end accomplishments including Top Line Quantitative Results, New Programs and Events Initiated, as well as Human Resources and Staff Initiatives.

Top Line Quantitative Results

- Organization: Collected an organizational record \$457 million+ in taxable room revenue for the fiscal year and surpassed last year's mark by more than \$130 Million.
- Organization: Set record tax collections in nine of the 12 months in fiscal year 2021-22, including a best-ever \$53 million in July of 2021.
- Organization: RSCVA was named one of the Best DMOs in the Country by Smart Meetings Magazine.
- Sales: Team achieved annual room night goal for 2021-22, 105% to plan
- Marketing: Exceeded all board approved annual targets.
- Marketing: Team captured an organizational record 30 national, regional and local awards for outstanding work.

New Programs/ Events Initiated

- Developed a new three year strategic plan which was unanimously approved by the Board of Directors. The plan includes updated Mission and Vision statements as well as for the first time ever, a set of organizational values.
- Secured a three-year contract extension with United States Bowling Congress, through 2032.
- Extended agreement with the City of Reno to manage the national Bowling Stadium and the Reno Events Center for an additional 10 years.
- Hosted the 90th Annual 2022 Conference of Mayors for the second time in the destination's history.
- Negotiated and signed a three year contract with Miss USA to host the annual event in Reno starting in 2022.
- Hosted for the first time, a Davis Cup tennis qualifying match between the United States and Columbia.
- Earned industry accreditation eight years after first receiving the Destination Marketing Accreditation Program (DMAP) seal from Destinations International.
- Terminated the facilities contract for facilities operator ASM; Hired and absorbed an additional 77 employees onto the RSCVA team to run and manage the four facilities operated by the RSCVA, resulting in a 185% increase in staff.
- Initiated an RFP for a new food service provider and hired Aramark to serve the four facilities starting July 1, 2022.

Human Resources/Staff Initiatives

- Developed and launched a tiered incentive plan for every employee in the organization, a first for the RSCVA.
- Entire staff received a cost of living increase, COLA on July 1, 2021, and a second COLA on July 1, 2022.
- Staff received a merit increase on January 3, 2022. A second merit increase was awarded at the conclusion of the 2021-22 fiscal year based on individual performance. I have not requested nor received a merit increase since my tenure started in November 2020.
- More responsibility after a 185% increase in the organization's staffing after terminating the ASM agreement.
- Promoted from within the VP of Marketing, appointed on July 26, 2021.

- Promoted from within the VP of Facilities to oversee all four properties run by the RSCVA, March 20, 2022.

Customer Advisory Board (CAB)

- Held the second CAB meeting March 7-9, 2022, with 14 participants.
- A half dozen CAB board members agreed to provide video testimonials in support of the destination and the organization which we are promoting on multiple platforms moving forward.
- The RSCVA staff completed 12 tasks ahead of the CAB meeting, as suggested by the CAB after the initial meeting.

I. Goal #1 - Room Night Generation

a. Increase Produced Group Room Nights back to 70% of pre-pandemic levels (206,500 produced group room nights)

- The sales team exceeded the annual group night goal with 215,795 room nights, 105% of the planned goal.
- 58% of all new business achieved last year was new business.
- Secured a three-year contract extension with United States Bowling Congress, through 2032.
- Negotiated and signed a three year contract with Miss USA to host the annual event in Reno beginning in 2022.
- Increased the total number of group room nights by nearly 25%, from 176,500 to more than 215,000 in the last two fiscal years.

b. Produce 4 OTA/FIT programs and opportunities presented to hotels for needs quarters (4 Programs)

- The Board of Directors tasked the organization with developing at least four needs-based opportunities/programs for key stakeholders to help drive hotel revenue throughout the year. We exceeded the goal by producing 14 unique initiatives throughout the year. These campaigns generate more than \$26 Million in revenue.
- Expedia Joint Marketing Campaign
 - October - December 2021
 - Campaign Revenue: \$3,226,749
- Expedia Travel Nevada
 - September - December 2021
 - Campaign Revenue: \$1,900,967
- Priceline
 - October - December 2021
 - Campaign Revenue: \$405,055
- Sabre - GDS
 - October - December 2021
 - Campaign Revenue: \$610,926
- Pleasant Holidays

- September - December 2021
 - Campaign Revenue: \$32,669
- Expedia Joint Marketing Campaign
 - January - March 2022
 - Campaign Revenue: \$3,900,000
- Sabre - GDS
 - January - March 2022
 - Campaign Revenue: \$956,911
- Expedia - Travel Nevada
 - March - June 2022
 - Campaign Revenue: \$3,411,684
- Priceline
 - March - May 2022
 - Campaign Revenue: \$639,287
- Hotelbeds
 - May - June 2022
 - Campaign Revenue: \$440,515
- Sabre - GDS
 - April - June 2022
 - Campaign Revenue: \$1,034,373
- Pleasant Holidays
 - January - June 2022
 - Campaign Revenue: \$48,461
- Expedia Joint Marketing Campaign
 - April - June 2022
 - Campaign Revenue: \$9,900,000

II. Goal #2 - Destination Awareness

a. Build unique Website sessions back to 2018/19 levels (2,100,000 sessions)

- The marketing team elevated awareness of the destination and finished well beyond the board's website session yearly goals. The team totaled 2,497,149 sessions or 119% to the goal.

b. Increase web traffic referrals to partner sites back to 2018/19 levels (total 88,000 referrals)

- Referrals to partner websites from the visitrenotahoe.com website delivered the best overall return for a specific marketing segment in the last fiscal year, totaling 269,846 referrals vs the board approved goal of 88,000. The total logged was 307% to goal.

c. Grow social community size and followers (260,000)

- The team delivered 102% to the goal of 260,000 followers, finishing the year with 264,254 followers.

III. Goal #3 - Organizational Sustainability

a. Achieve the Board approved budget FY 21/22 budget, allowing for expense reductions and augmentations as needed (+/- 5% of fiscal year budget achieved)

- The original board approved budget on May 27, 2021, was augmented three different times during the year, each time endorsed by the budget sub-committee and then unanimously approved by the board of directors.
- The total expenditures for the year never exceeded the budget.
- Budget compliance for the year was achieved.

IV. Goal #4 - Facility Management

a. Achieve the approved facilities budget or better in FY 21/22 with augmentations (Budgeted number \$-3,796,545)

- The board approved facilities budget was augmented two times during the fiscal year. The first augmentation was on November 12th when the board approved a new total to -\$4,646,014. A second augmentation took place on March 4, 2022 when the board approved a final year end number of -\$6,180,156. The final preliminary budget losses for the the year finished under budget at -\$4,689,760, achieving the board's goal.
- The balance is subject to change when annual close and external audit are completed. No changes are anticipated that could impact budget compliance.

V. Goal #5 - Community Engagement

a. Earn and maintain Destinations International Accreditation for RSCVA

- The RSCVA staff completed the 108-item requirements by Destinations International for consideration for DI's accreditation program and submitted the document by the April 16th deadline. The organization was awarded accreditation for the first time since 2014.
- The organization was recognized at Destination International's annual conference in Toronto Canada in July.

b. Develop a community driven, new 3 year strategic plan based on a comprehensive destination assessment and national benchmark.

New Three Year Strategic Business Plan (2022-2025)

The RSCVA partnered with MMGY Next Factor and developed a community wide survey to record and measure 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 stakeholders, including members of the RSCVA Board of Directors as well as 20+ community wide leaders. More than 12,000 surveys were emailed to community stakeholders. Additionally, two presentations were made to the board to solicit feedback on the plan direction.

Destination Next Study

- Received more than 400 survey responses from community stakeholders.
- Developed a framework for the strategic plan, reviewed by the Board reviewed at the December 2021, and March, 2022, special board meetings. The plan was approved at the May 19, 2022, regularly scheduled Board of Directors meeting.
- The new strategic plan included updating the organization's mission and vision statements as well as creating for the first time, company values with definitions.
- The three-year plan focuses on the following three pillars: Gaming, Outdoors and Special Events.

Facilities Contracts

- Terminated ASM Contract.
- Extended agreements for NBS and REC for additional 10 years.
- Initiated an RFP for a New Food Facilities Partner. Three proposals were submitted from companies with a national footprint, an improvement from the last time we bid out the contract when we received just one bid.
- Implemented a detailed facilities transition plan; hired a new VP of facilities.

Conclusion

There is much to celebrate from the 2021-22 fiscal year. The board of directors, the staff and the community should be proud of how we performed throughout the year. We have succeeded while many other destinations are still looking to regain their footing in both the leisure and meetings and conventions segments. While a full industry recovery will take another two years, the RSCVA has positioned itself to thrive. We have a talented team of leaders, passionate about the travel industry and proud to market and sell our community to visitors near and far.

The hard work of further elevating our destination remains. We have a new three year road map to increase our meetings and convention business as well as the leisure segment while being a great and valued community partner. I appreciate your continued support of travel tourism in Northern Nevada.

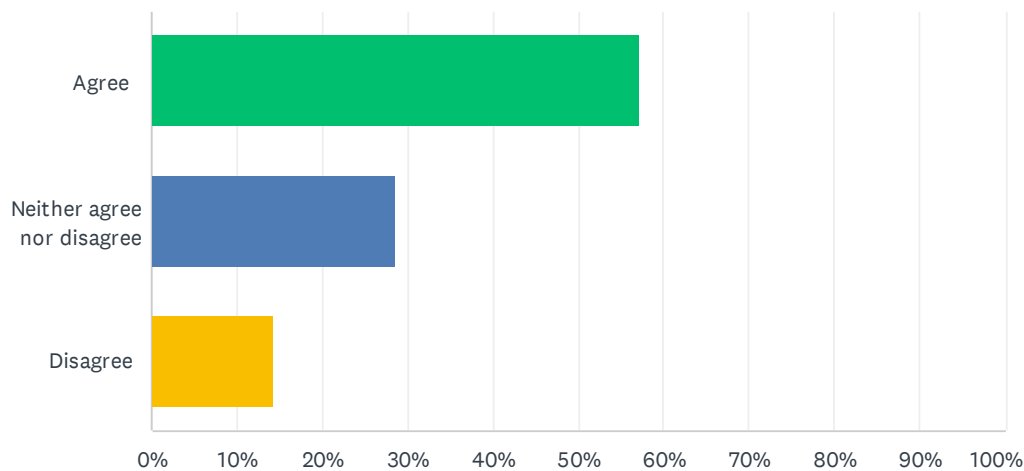


Charles Harris
President and CEO
Reno-Sparks Convention and Visitors Authority

Exhibit 4

Q1 Charles Harris demonstrates effective leadership for the organization.

Answered: 7 Skipped: 0

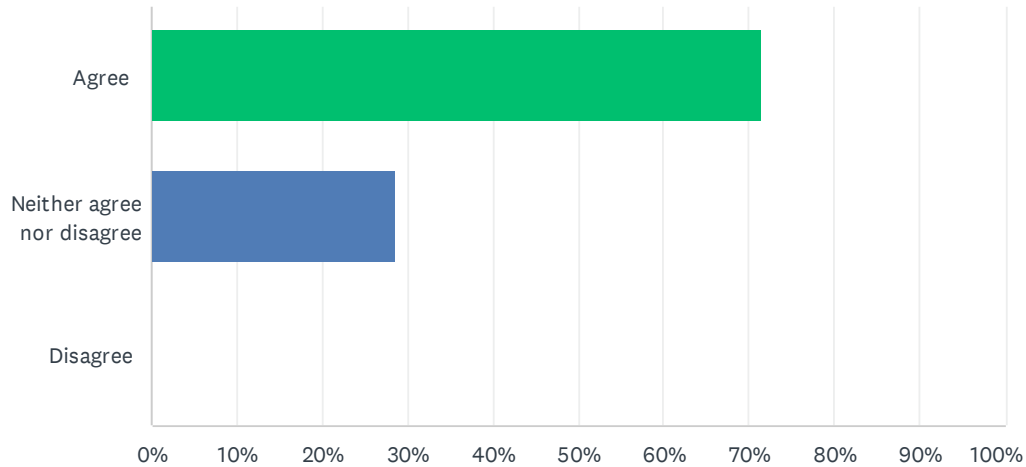


ANSWER CHOICES	RESPONSES
Agree	57.14% 4
Neither agree nor disagree	28.57% 2
Disagree	14.29% 1
TOTAL	7

#	COMMENTS:	DATE
1	I do not think its comfortable or pertinent to put executive members in a situation where they're anonymously evaluating their boss.	9/9/2022 3:10 PM
2	I understand the direction we are taking regarding a destination masterplan and 3-year strategic plan. One thing that I raised an eyebrow to is the timing of spending funds and resources on the U.S. Travel Board membership and the Destinations International Accreditation program. While these are important programs for destination development, I just question the spend during covid where we could have focused efforts on visitation growth specific programs.	9/6/2022 10:21 AM
3	Charles has shown to be an effective, equitable and innovative leader for the RSCVA. Using his experience and openness to listen and adopt new ideas, he provides collaborative direction to the senior leadership team.	8/30/2022 9:51 AM
4	He is responsive to staff recommendations and suggestions. Charles appears to be concerned with the outcome of issues that are ongoing at the properties.	8/30/2022 9:29 AM

Q2 Charles Harris guides the team in setting goals and expectations, following the Strategic Plan roadmap.

Answered: 7 Skipped: 0

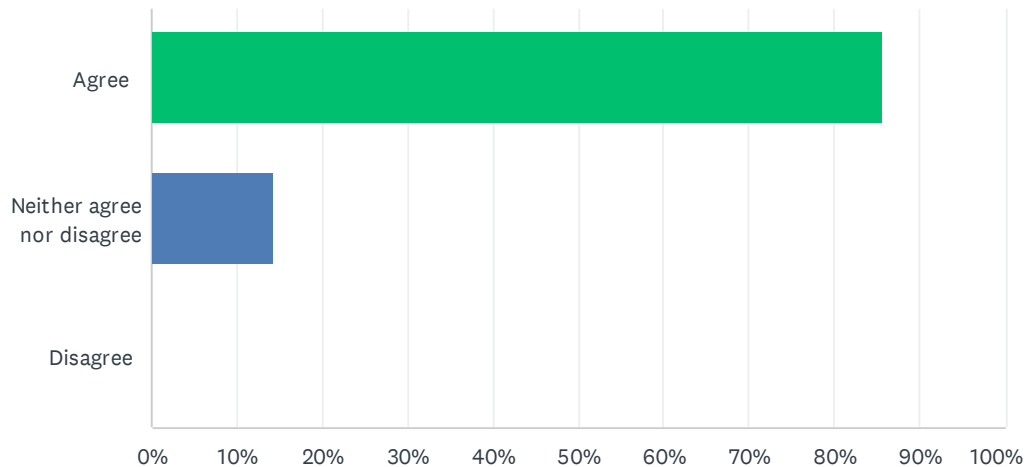


ANSWER CHOICES	RESPONSES	
Agree	71.43%	5
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	I welcomed bringing in an experienced third-party to guide us through the strategic plan process.	9/6/2022 10:21 AM
2	We are all in this together. He gets that.	8/30/2022 9:29 AM

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

Answered: 7 Skipped: 0

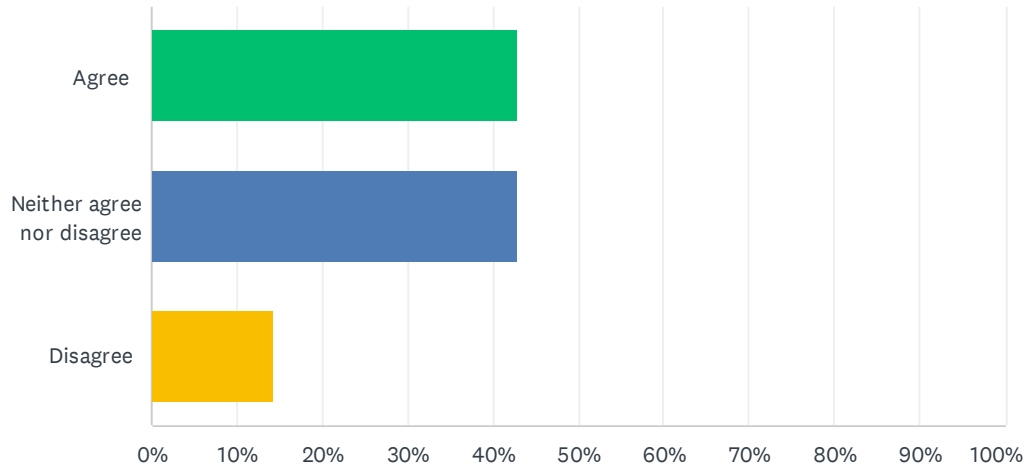


ANSWER CHOICES	RESPONSES	
Agree	85.71%	6
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	I don't know that the executive survey is necessarily relevant.	9/9/2022 3:10 PM
2	Certainly appreciate the autonomy and trust to run my department.	9/6/2022 10:21 AM
3	I was given a job to do and he allows me the range to get things done as needed to further the goals and aspirations of the RSCVA.	8/30/2022 9:29 AM

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

Answered: 7 Skipped: 0

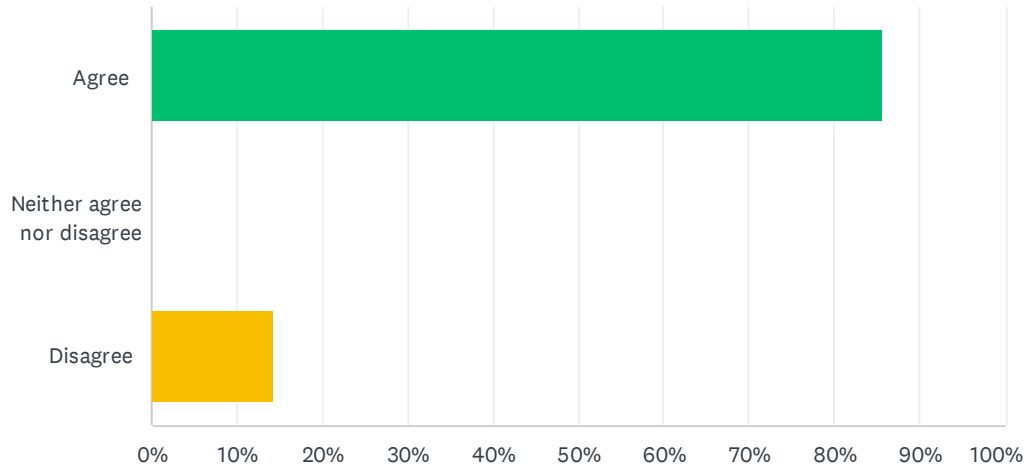


ANSWER CHOICES	RESPONSES	
Agree	42.86%	3
Neither agree nor disagree	42.86%	3
Disagree	14.29%	1
TOTAL		7

#	COMMENTS:	DATE
1	He has an open door policy that is very refreshing.	8/30/2022 9:29 AM

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

Answered: 7 Skipped: 0

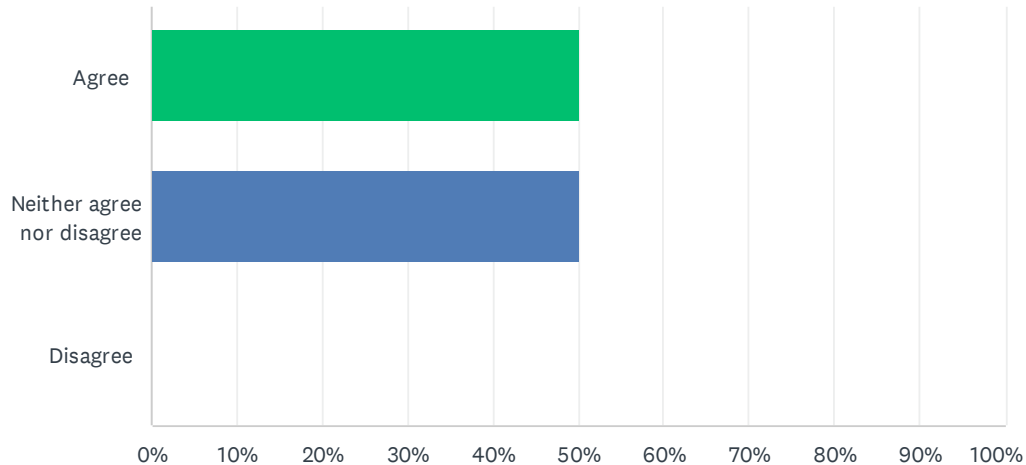


ANSWER CHOICES	RESPONSES	
Agree	85.71%	6
Neither agree nor disagree	0.00%	0
Disagree	14.29%	1
TOTAL		7

#	COMMENTS:	DATE
1	I would recommend that that be removed from the evaluation process.	9/9/2022 3:10 PM
2	From what I recall, Charles has met and continues to meet with area stakeholders. Just wish that he would include executive staff in these meetings, as appropriate of course, to spread out his span of control and begin adding responsibilities to staff, which will in turn, help them grow and afford him more time for long-term planning.	9/6/2022 10:21 AM
3	From what I know, he is very engaged in the community and events that are part of the reason for the RSCVA's existence.	8/30/2022 9:29 AM

Q6 Charles Harris provides motivation and positive reinforcement for the RSCVA team.

Answered: 6 Skipped: 1

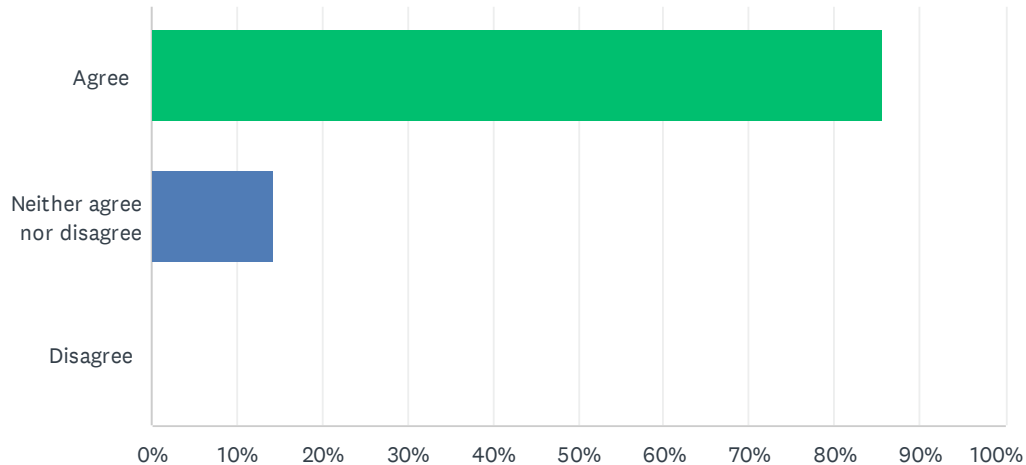


ANSWER CHOICES	RESPONSES	
Agree	50.00%	3
Neither agree nor disagree	50.00%	3
Disagree	0.00%	0
TOTAL		6

#	COMMENTS:	DATE
1	Charles gives kudos to staff. He has taken efforts to bring the team together with the monthly brown bag lunches and the monthly staff meetings. A sponsored lunch might bring in more folks to the brown bag lunch.	9/6/2022 10:21 AM
2	Yes, he encourages the team to improve the organization and gives direction when asked and listens to feed back when it is given.	8/30/2022 9:29 AM

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

Answered: 7 Skipped: 0

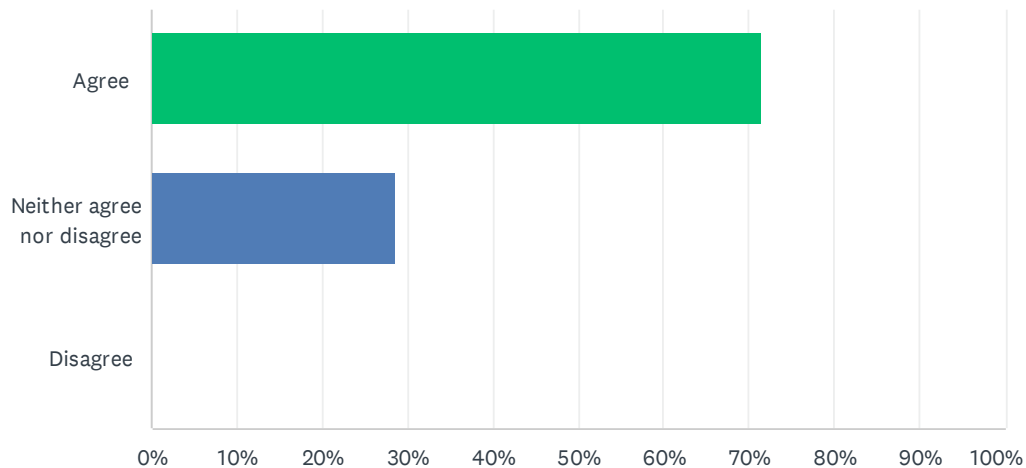


ANSWER CHOICES	RESPONSES
Agree	85.71% 6
Neither agree nor disagree	14.29% 1
Disagree	0.00% 0
TOTAL	7

#	COMMENTS:	DATE
1	I don't know that many of us have to respond to anonymous comments made by people about our performance.	9/9/2022 3:10 PM
2	Charles keeps abreast of travel and economic trends.	9/6/2022 10:21 AM
3	Again, he is very involved in the industry and works to help our region stay relevant with new ideas and trends.	8/30/2022 9:29 AM

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

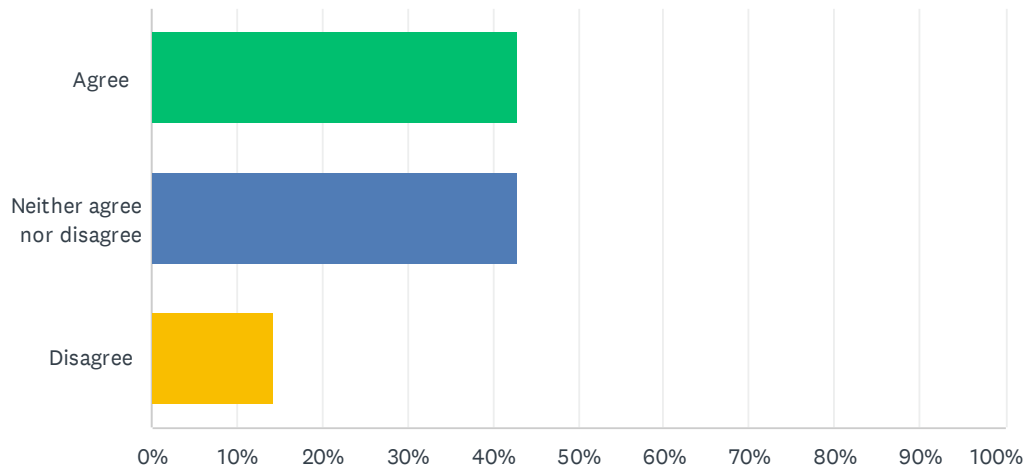


ANSWER CHOICES	RESPONSES	
Agree	71.43%	5
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	The approved goals rely heavily on staff to complete. Perhaps a couple more high level, Charles specific, goals should be considered.	9/6/2022 10:21 AM
2	All of the departments have goals and duties that he not only encourages, but gives his backing to help us all accomplish what is needed to better the RSCVA.	8/30/2022 9:29 AM

Q9 Charles Harris adheres to RSCVA policies and procedures.

Answered: 7 Skipped: 0

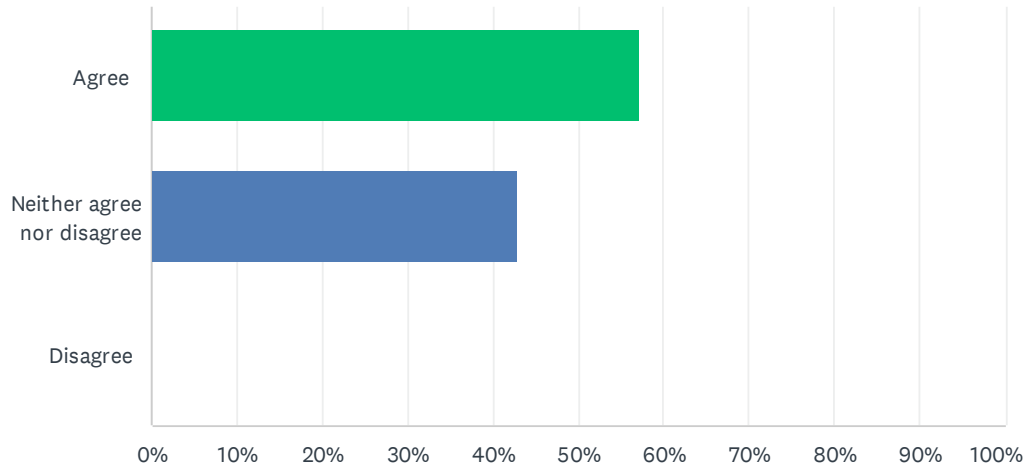


ANSWER CHOICES	RESPONSES	
Agree	42.86%	3
Neither agree nor disagree	42.86%	3
Disagree	14.29%	1
TOTAL		7

#	COMMENTS:	DATE
1	I can only surmise that the executives felt uncomfortable at best given what may have occurred in the past under prior CEO's where there was possible retaliation or difficult conversations regarding the results of those evaluations.	9/9/2022 3:10 PM
2	He has never to my knowledge tried to deviate from the established policies and procedures that have been in place for the organization. If adjustments appear to be needed, we will all discuss them.	8/30/2022 9:29 AM

Q10 Charles Harris demonstrates quality of analysis and judgment related to progress and opportunities, and recognizes if change is needed.

Answered: 7 Skipped: 0

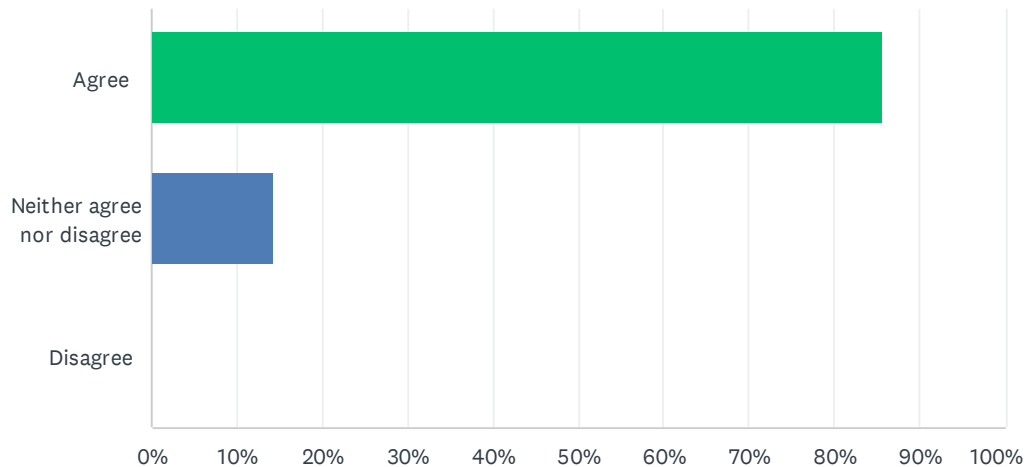


ANSWER CHOICES		RESPONSES	
Agree		57.14%	4
Neither agree nor disagree		42.86%	3
Disagree		0.00%	0
TOTAL			7

#	COMMENTS:	DATE
1	Yes, I think that statement is correct as it is presented.	8/30/2022 9:29 AM

Q11 Charles Harris recruits and retains diverse staff to address all the needs of the organization.

Answered: 7 Skipped: 0

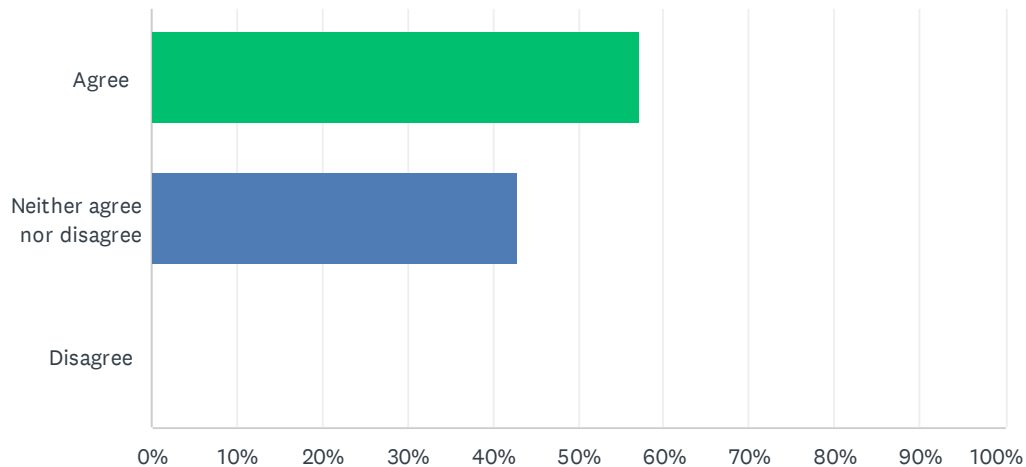


ANSWER CHOICES	RESPONSES	
Agree	85.71%	6
Neither agree nor disagree	14.29%	1
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	Obviously need to have a good working relationship which is important to me but its not what I do.	9/9/2022 3:10 PM
2	Charles acknowledges and values staff talent, especially of staff he inherited.	9/6/2022 10:21 AM
3	He has created a team that has many talents and abilities to lead our organization in the right direction for the future. It takes time for some results to show, but I feel we are seeing some of that now and will continue to see it down the road.	8/30/2022 9:29 AM

Q12 Charles Harris has made quality improvements and the impact to the RSCVA has been positive.

Answered: 7 Skipped: 0

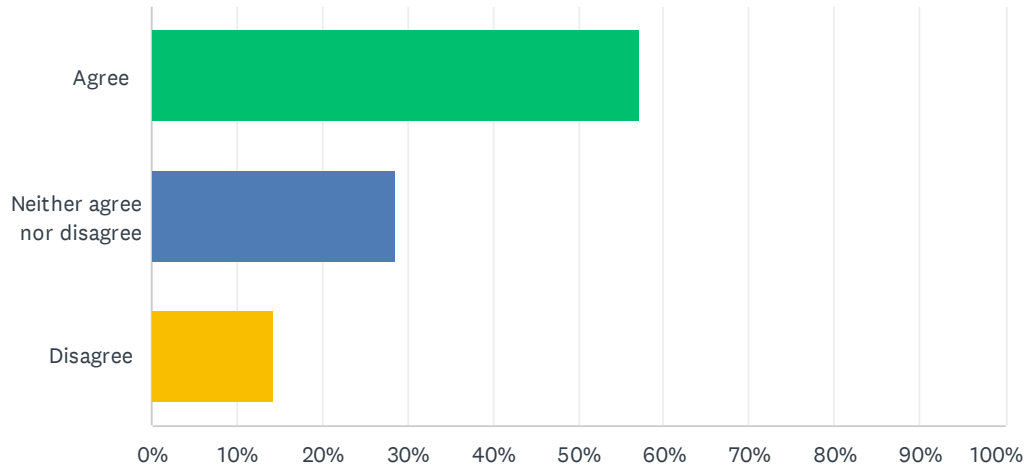


ANSWER CHOICES	RESPONSES	
Agree	57.14%	4
Neither agree nor disagree	42.86%	3
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	The previous two questions relate to this question. Yes, he has had a positive influence on the staff and organization as a whole.	8/30/2022 9:29 AM

Q13 Charles Harris has demonstrated effective skills in department initiatives.

Answered: 7 Skipped: 0

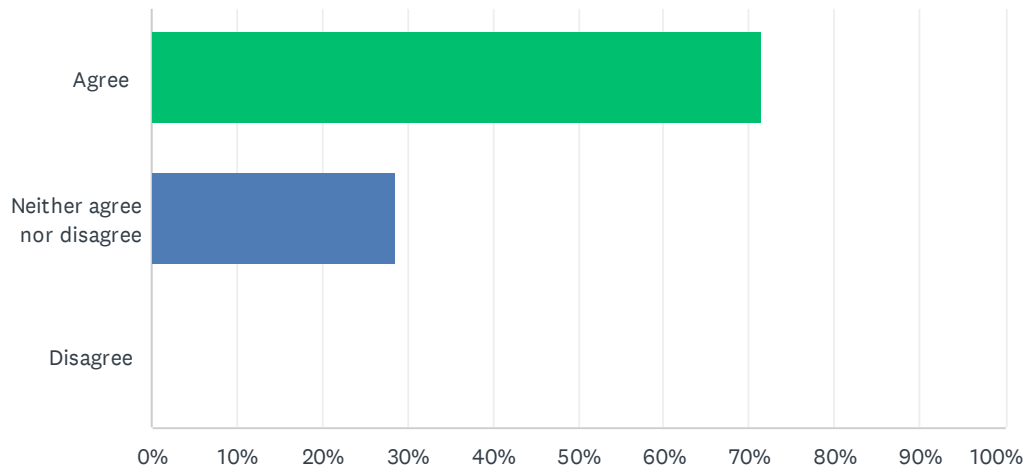


ANSWER CHOICES	RESPONSES
Agree	57.14% 4
Neither agree nor disagree	28.57% 2
Disagree	14.29% 1
TOTAL	7

#	COMMENTS:	DATE
1	Each individual respondent carries a heavier weight and may not be a true reflection of the overall optics.	9/9/2022 3:10 PM
2	Charles has trust in his department heads and allows for creative and new programming.	9/6/2022 10:21 AM
3	In the areas that he is expert in, he is very good. In the areas that he is not the "expert" at, he allows staff to do what they are supposed to do to advance the organization in the right direction.	8/30/2022 9:29 AM

Q14 Charles Harris is available and accessible to the employees.

Answered: 7 Skipped: 0

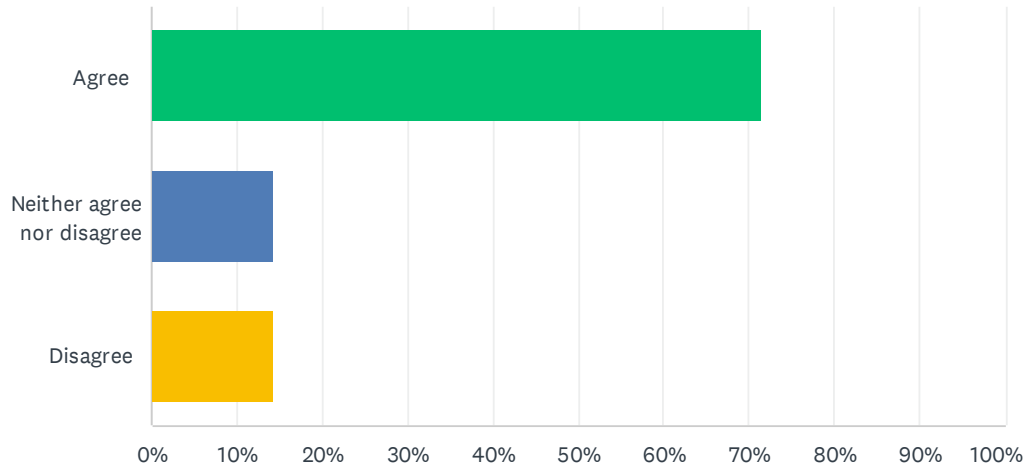


ANSWER CHOICES	RESPONSES	
Agree	71.43%	5
Neither agree nor disagree	28.57%	2
Disagree	0.00%	0
TOTAL		7

#	COMMENTS:	DATE
1	Whenever I need to speak with Charles, he has been accessible and available.	9/6/2022 10:21 AM
2	He is a very busy man, as we all are. He has been available for the most part, but sometimes the response may be delayed. That is perfectly understandable. Again, the open door policy is great.	8/30/2022 9:29 AM

Q15 Charles Harris provides leadership development and leadership succession planning opportunities to his employees.

Answered: 7 Skipped: 0

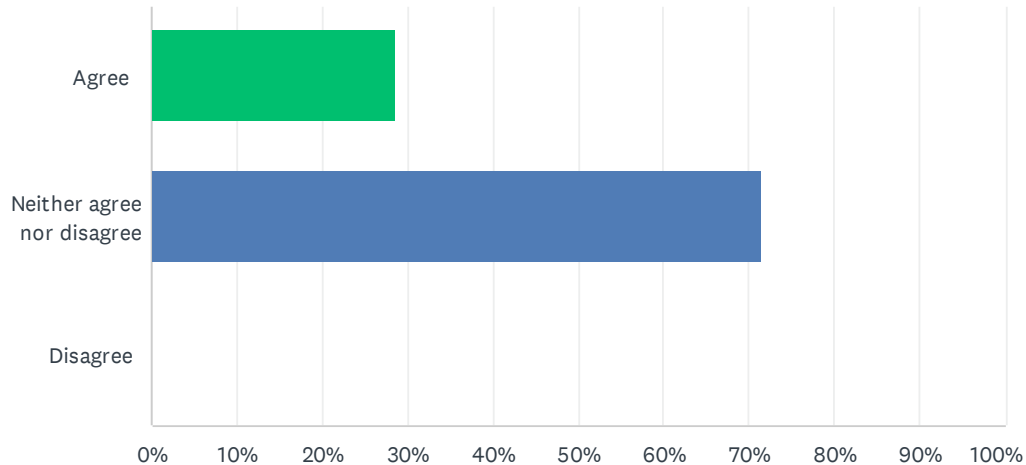


ANSWER CHOICES	RESPONSES	
Agree	71.43%	5
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
TOTAL		7

#	COMMENTS:	DATE
1	Sometimes it takes time for staff to develop relationships and trust for new leadership. Change is difficult for many people.	9/9/2022 3:10 PM
2	Would like to see a senior staff executive training/coaching program offered. I don't know if we have a succession plan in place.	9/6/2022 10:21 AM
3	Yes, there have been some great opportunities and advancements since his leadership has taken place. I think we all strive to do our very best and he recognizes that drive.	8/30/2022 9:29 AM

Q16 Charles Harris accepts constructive criticism and is open to new ideas and new approaches to solving problems.

Answered: 7 Skipped: 0



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

#	COMMENTS:	DATE
1	This question should be in two parts. Can't speak to the constructive criticism but Charles has been open to new ideas in my department.	9/6/2022 10:21 AM
2	Yes and no. There have been ideas that were given the green light and others that were shot down. Some ideas or suggestions given to him are seen in a different light and could be discussed further.	8/30/2022 9:29 AM

Q17 I believe Charles Harris's strong points as President/CEO of the RSCVA are:

Answered: 4 Skipped: 3

#	RESPONSES	DATE
1	This is a very uncomfortable process for those of us in the public sector.	9/9/2022 3:10 PM
2	Not a micro manager. Trusts his team.	9/6/2022 10:21 AM
3	N/A	9/5/2022 1:53 PM
4	He is very engaged and knowledgeable of the industry overall. His talents and skills are apparent. He has the ability to create a team atmosphere where people are engaged and have the feeling they are valued. If we, as a team follow down this road, we will be successful. He is leading that charge.	8/30/2022 9:29 AM

Q18 I believe Charles Harris could improve by:

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	As appropriate, engage senior staff in more stakeholder meetings.	9/6/2022 10:21 AM
2	N/A	9/5/2022 1:53 PM
3	Listening to staff recommendations a bit more. There are very talented people in this organization that have great ideas and skills. Some suggestions don't need to be waved off so quickly.	8/30/2022 9:29 AM

Q19 Other comments, if any:

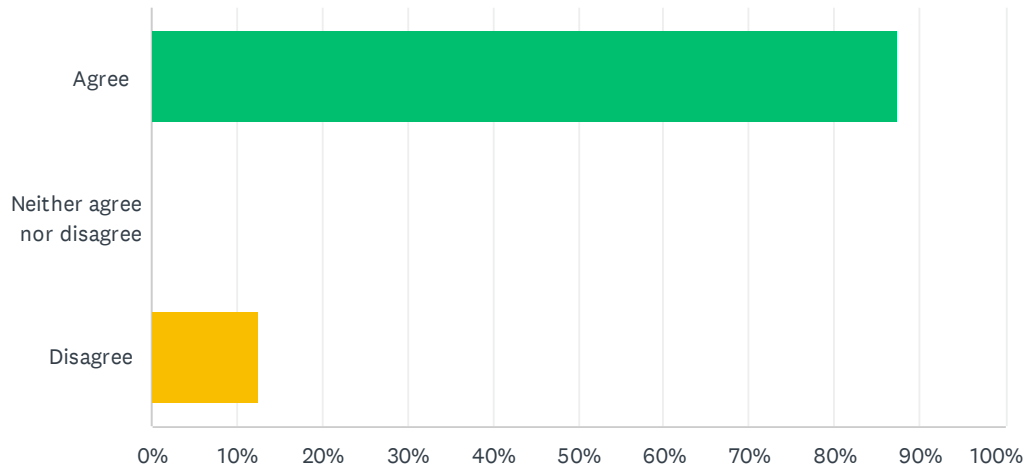
Answered: 4 Skipped: 3

#	RESPONSES	DATE
1	I'm a little frustrated with the survey and with the results.	9/9/2022 3:10 PM
2	A. From a compensation standpoint, Charles has taken care of employees. This is good for retention in today's fragile work force environment. B. Appreciate that Charles has not turned staff over by bringing in new out of town staff. Shows that he acknowledges strength of longevity.	9/6/2022 10:21 AM
3	N/A	9/5/2022 1:53 PM
4	We are on a great path so far, let's continue in this direction.	8/30/2022 9:29 AM

Exhibit 5

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

Answered: 8 Skipped: 0

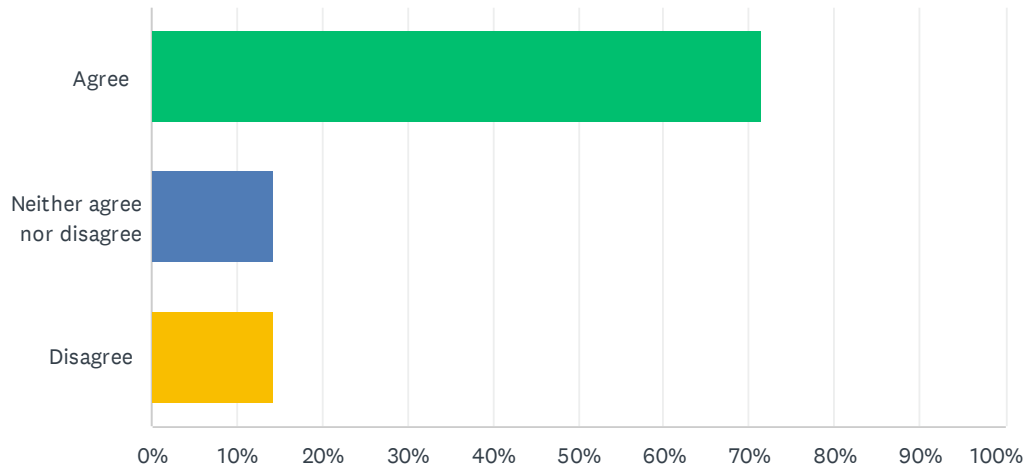


ANSWER CHOICES	RESPONSES	
Agree	87.50%	7
Neither agree nor disagree	0.00%	0
Disagree	12.50%	1
TOTAL		8

#	COMMENTS:	DATE
1	Charles brought in NextFactor, an outside consulting group with extensive DMO experience to help us create a new 3 year strategic plan. This was valuable as we developed strategies post-COVID, considering the impact of the pandemic on travel and tourism across both the country and the world. The result of Charles' leadership and the expertise of our consultants was a strong 3 year strategic plan with one year annual plans to gauge our progress.	9/5/2022 11:00 AM
2	Mr. Harris has worked with the RSCVA board of directors, his internal executive team and the planning consultants to create a clear and concise roadmap for the organization to follow.	9/1/2022 2:48 PM

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: 1

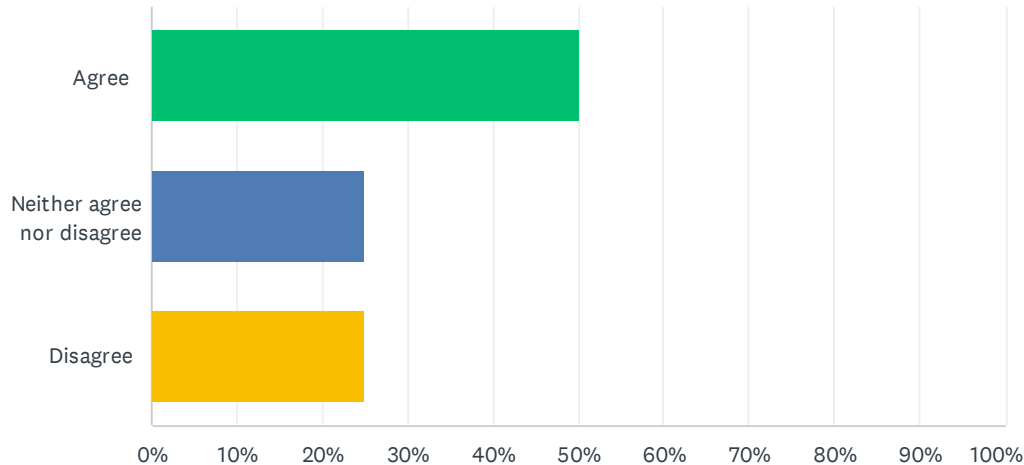


ANSWER CHOICES	RESPONSES	
Agree	71.43%	5
Neither agree nor disagree	14.29%	1
Disagree	14.29%	1
TOTAL		7

#	COMMENTS:	DATE
1	I think the staff at the RSCVA are top notch.	9/8/2022 4:21 PM
2	N/A	9/6/2022 9:57 AM
3	Charles directs a strong senior executive team which has won numerous awards and recognitions for their excellence.	9/5/2022 11:00 AM
4	The RSCVA team appears to be strong and firing on all cylinders. In addition, the work Mr. Harris and the team have done in assuming the operations of facilities has been a huge undertaking and one that should prove valuable in the future.	9/1/2022 2:48 PM
5	Charles has worked to focus staff's efforts and expertise on branding in a way not pre done before.	8/31/2022 9:54 AM

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

Answered: 8 Skipped: 0

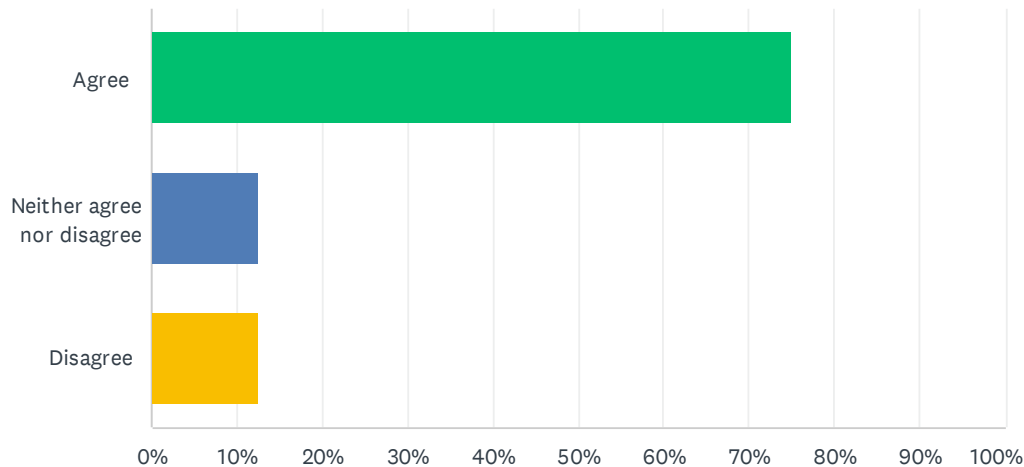


ANSWER CHOICES	RESPONSES	
Agree	50.00%	4
Neither agree nor disagree	25.00%	2
Disagree	25.00%	2
TOTAL		8

#	COMMENTS:	DATE
1	I think Charles has made some progress in this area but more needs to be done to strengthen the RSCVA's relationships with local clients and government agencies. Partnerships with UNR, arts organizations, sports organizations and our local museums are important to our future successes.	9/8/2022 4:21 PM
2	I do feel Charles has represented the Authority well but needs to continue to foster these relationships. As the tourism authority he needs to be involved with the various community groups.	9/7/2022 3:02 PM
3	Charles needs to improve equal communication among board members and steak holders. On issues and opportunities regarding Reno Tahoe. Using each Board members expertise regarding opportunities and issues facing RSCVA.	9/6/2022 9:57 AM
4	Since he arrived in northern Nevada two years ago, Charles has reached out to meet local leaders, businesses and organizations. This is important for the work of RSCVA, especially as we brought management of our properties in house. He has strong relationships with leaders in the DMO fields and has brought some of these to meet with and speak with the Board. One example is Don Welsh with Destinations International.	9/5/2022 11:00 AM
5	Mr. Harris represents the organization well within the various partners agency and stakeholders.	9/1/2022 2:48 PM
6	Charles is well-respected and has earned a strong reputation in the community.	8/31/2022 9:54 AM

Q4 Charles Harris provides long-range planning for destination resources, infrastructure, and strategic direction.

Answered: 8 Skipped: 0

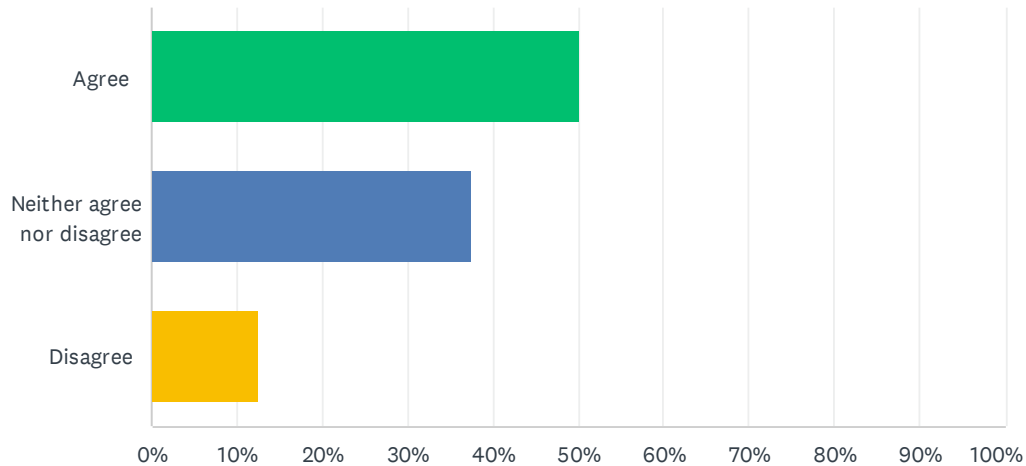


ANSWER CHOICES	RESPONSES
Agree	75.00% 6
Neither agree nor disagree	12.50% 1
Disagree	12.50% 1
TOTAL	8

#	COMMENTS:	DATE
1	I think Charles moving forward with a tourism master plan is good for the region. Maintaining our existing Convention Center and the modernization of our tourism facilities should be prioritized. I am happy to see our CEO moving forward on the strategic plan.	9/8/2022 4:21 PM
2	The strategic plan that was devised is a good first step. I feel Charles has done a good job teeing up the discussion for a longer term plan but there is much work to be done. Obviously the facilities are a challenge, but I think he and the board's commitment to budgeting a percent for Cap X is a positive step. Looking for partnership opportunities both in operating and programming facilities needs to be pursued.	9/7/2022 3:02 PM
3	This is important to Reno Tahoe to be able to create room night business to use our facilities and our cities footprint. We need specific sales and marketing plans , capx that helps each of our facilities. Spend our tax dollars creating opportunities to drive visitation thru FIT Travel, Conventions, Special Events. Using our marketing dollars and never forget we are a unique Gaming Destination.	9/6/2022 9:57 AM
4	Together with the Board, Charles developed our new 3 year Strategic Plan which is our roadmap for both and short and long-range planning.	9/5/2022 11:00 AM
5	The foundational groundwork has been developed on the three-year strategic plan that can now be executed as well as adjusted based on the current situation at hand. Flexibility is required in the efforts of the RSCVA to stay nimble and ready to react to the ever-changing landscapes.	9/1/2022 2:48 PM
6	Charles is mindful of future planning and strategies for further growth and success.	8/31/2022 9:54 AM

Q5 Charles Harris manages the organization effectively by adapting in response to new information, changing conditions, or unexpected obstacles, measuring organizational effectiveness against key operational and financial targets, resetting strategies accordingly.

Answered: 8 Skipped: 0

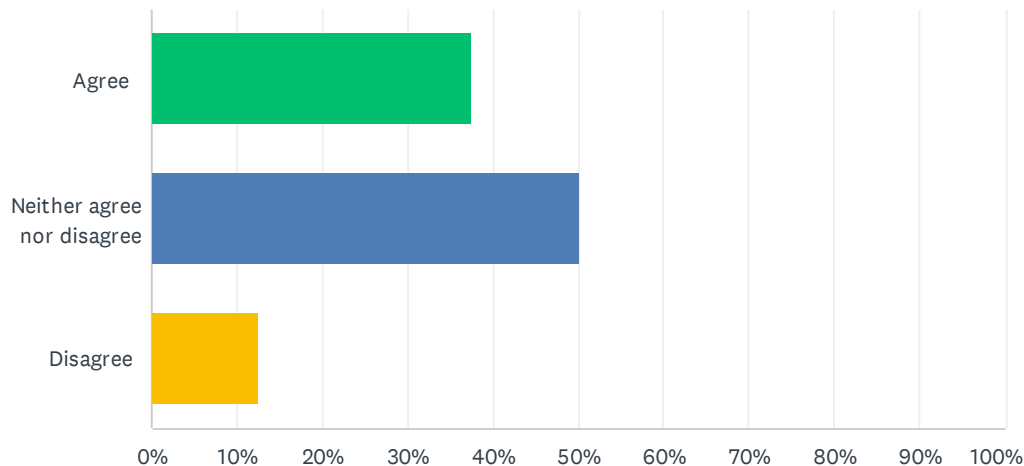


ANSWER CHOICES	RESPONSES
Agree	50.00% 4
Neither agree nor disagree	37.50% 3
Disagree	12.50% 1
TOTAL	8

#	COMMENTS:	DATE
1	I think Charles and his staff have done a great job with the changeover from ASM to RSCVA to operate our tourism facilities.	9/8/2022 4:21 PM
2	The challenge to the RSCVA and to Charles as the CEO has been responding to the unprecedented changes caused by COVID. He arrived in the middle of the pandemic with conditions and information changing daily. Because of this he recommended that the Strategic Plan be delayed as we operated in a pandemic recovery mode. This has actually benefitted the organization as Charles with the Board respond to other changing conditions. Examples include last summer's wildfires where we provided an evacuation center for residents evacuated from their homes and the workforce challenge from the Great Resignation.	9/5/2022 11:00 AM
3	yes, per above comment.	9/1/2022 2:48 PM

Q6 Charles Harris effectively communicates with Board members, stakeholders, business executives and other civic leaders to take initiative to pursue opportunities that improve coordination of the RSCVA and important stakeholders within the region.

Answered: 8 Skipped: 0

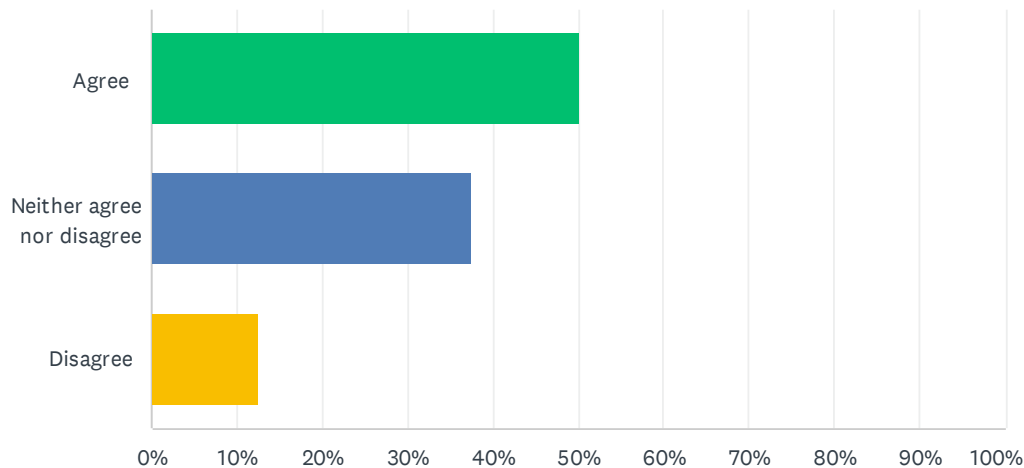


ANSWER CHOICES	RESPONSES	
Agree	37.50%	3
Neither agree nor disagree	50.00%	4
Disagree	12.50%	1
TOTAL		8

#	COMMENTS:	DATE
1	I think Charles needs to communicate with the board members equally. I think more needs to be done to engage our stakeholders.	9/8/2022 4:21 PM
2	I think there examples of Charles effectively pursuing opportunities with stakeholders but also feel it is an area he could improve upon as well. This will be a never ending initiative and as Charles gets more embedded in the community I would like to think the results with be positive.	9/7/2022 3:02 PM
3	Need to communicate equally among all the above.	9/6/2022 9:57 AM
4	Communication is one of the most important skills of a CEO and a Board. We could all use improvement including Charles, and as we build good relationships we build a better Board and organization. This in turn strengthens our relationships with our stakeholders and our community.	9/5/2022 11:00 AM
5	Mr. Harris has implemented various communication outreach vehicles for board members, stakeholders, partners and the community. In addition, direct outreach to board members has proven successful.	9/1/2022 2:48 PM
6	His regular update provides more information than any former CEO; he provides comprehensive updates to the Board and keeps everyone up-to-date.	8/31/2022 9:54 AM

Q7 Charles Harris keeps Board Members up-to-date on issues impacting the RSCVA and demonstrates responsiveness to Board requests for additional information.

Answered: 8 Skipped: 0

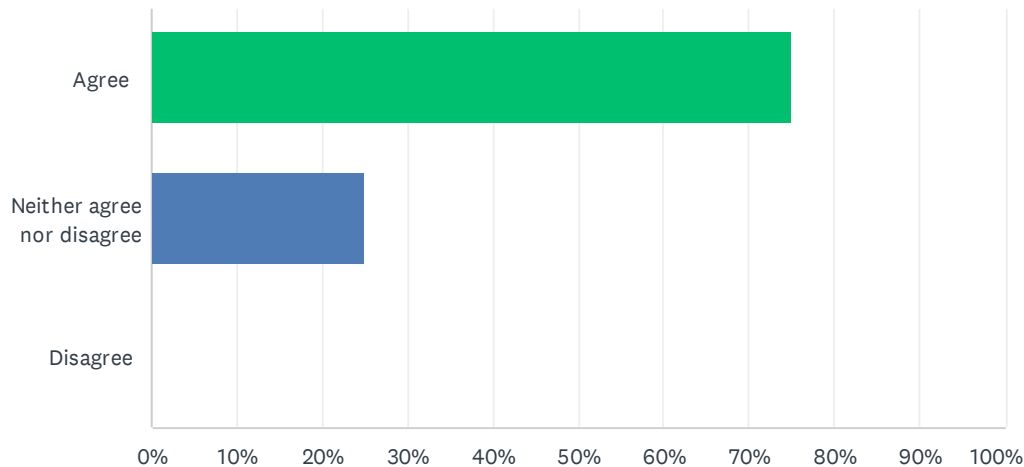


ANSWER CHOICES	RESPONSES	
Agree	50.00%	4
Neither agree nor disagree	37.50%	3
Disagree	12.50%	1
TOTAL		8

#	COMMENTS:	DATE
1	Charles has made tremendous strides in responsiveness to board requests for additional information.	9/8/2022 4:21 PM
2	Charles has been responsive to requests I have made of him and I feel he has kept me up to date on emerging issues as well.	9/7/2022 3:02 PM
3	Charles is very thorough with his extensive CEO monthly updates and the CEO report he presents at Board Meetings. The daily "In the Know with Reno Tahoe" has great information, but would rather see it weekly. With as much email as I get, I want to have the time to look at all the links in this report, but some days I only open the front page.	9/5/2022 11:00 AM
4	Mr. Harris is quite responsive to board member requests while keeping an eye focused on the long-term strategic goals.	9/1/2022 2:48 PM
5	Absolutely! There is no lack of information provided by Charles.	8/31/2022 9:54 AM

Q8 Charles Harris ensures that the RSCVA provides quality service to RSCVA customers, and acts on feedback from customers.

Answered: 8 Skipped: 0

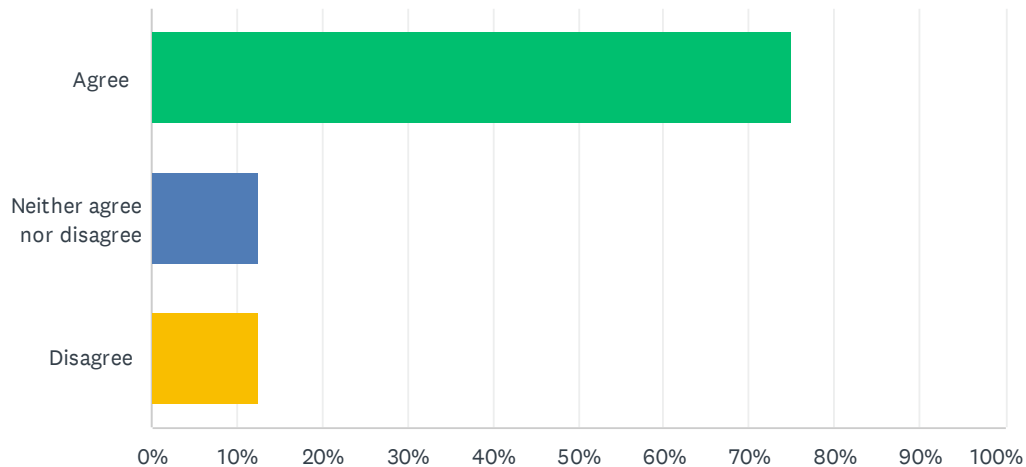


ANSWER CHOICES	RESPONSES	
Agree	75.00%	6
Neither agree nor disagree	25.00%	2
Disagree	0.00%	0
TOTAL		8

#	COMMENTS:	DATE
1	I think Charles engaging a customer service advisory panel was a great idea. The ultimate goal of the RSCVA is for our customers to have a great experience while visiting our region.	9/8/2022 4:21 PM
2	Originally I was going to answer neither agree or disagree because as a board member, I am not involved in the day to day operations and privy to customer interactions. However, in creating the CAB and stepping in to adjust the bill with a large convention client that was unhappy with our prior RSCC operator, I would say Charles is overseeing this aspect of the operations.	9/7/2022 3:02 PM
3	I think that Charles strives for high quality work in his role as CEO. This is hard for me to measure, as this metric is feedback directly from our customers. The Customer Advisory Committee he formed is a valuable tool for getting this input and expertise to improve our service.	9/5/2022 11:00 AM
4	From all I have seen and heard (from customers and staff), the product and services provided by the RSCVA is well received. Like all organizations that own or operate facilities, it is an ongoing demand to keep those facilities up to date and maintained. The RSCVA board needs to continue to prioritize maintenance to ensure the facilities stay competitive.	9/1/2022 2:48 PM
5	I've not heard complaints about the level of service to customers	8/31/2022 9:54 AM

Q9 Charles Harris represents the RSCVA in the community and aligns community involvement with objectives of the RSCVA's strategic plan.

Answered: 8 Skipped: 0

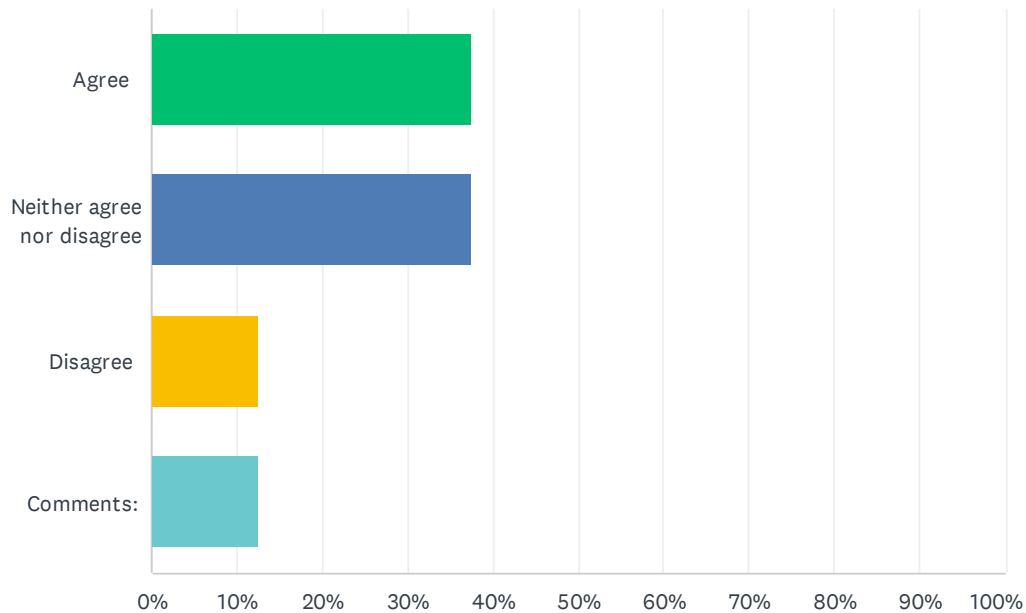


ANSWER CHOICES	RESPONSES
Agree	75.00% 6
Neither agree nor disagree	12.50% 1
Disagree	12.50% 1
TOTAL	8

#	COMMENTS:	DATE
1	I think the board has made this objective part of the strategic plan. I think the involvement of stakeholders and the community will be important as we move forward.	9/8/2022 4:21 PM
2	Charles is visible in the community at local functions, meetings and non-profit events. He has worked to increase the visibility of the RSCVA in our community. Community awareness of our organization is an important goal as Charles and the Board work to increase the knowledge of what we do and why it's important to our residents and businesses.	9/5/2022 11:00 AM
3	Mr. Harris represents the RSCVA in the community quite well as it is related to the strategic plan set forward by the board of directors.	9/1/2022 2:48 PM
4	Strongly agree	8/31/2022 9:54 AM

Q10 Charles Harris develops strategic goals, initiatives, and new business for the long-term benefit of the organization.

Answered: 8 Skipped: 0

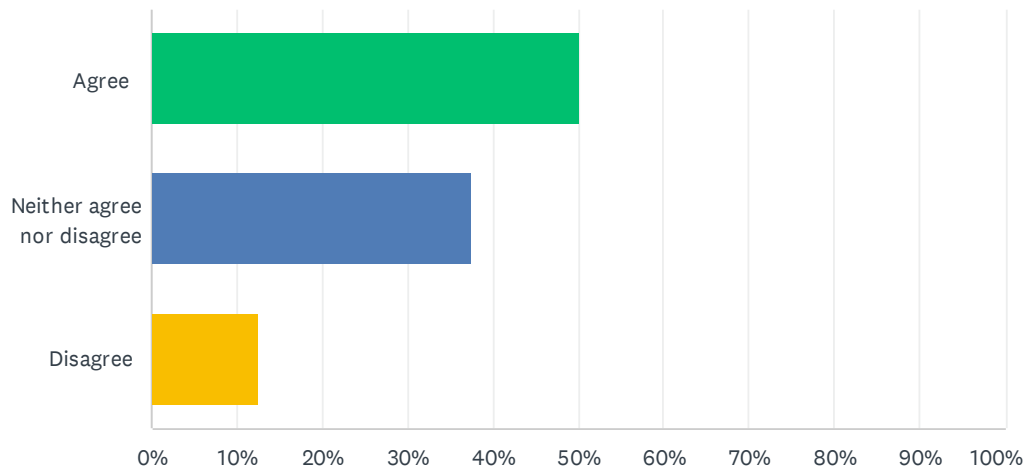


ANSWER CHOICES		RESPONSES	
Agree		37.50%	3
Neither agree nor disagree		37.50%	3
Disagree		12.50%	1
Comments:		12.50%	1
TOTAL			8

#	COMMENTS:	DATE
1	This question has been asked and answered already	8/31/2022 9:54 AM

Q11 Charles Harris furthers the organization's vision and goals by emphasizing the importance of hotel room tax and development of new room-night business.

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	50.00%	4
Neither agree nor disagree	37.50%	3
Disagree	12.50%	1
TOTAL		8

#	COMMENTS:	DATE
1	I would like to see more input from our CEO to the board on his expertise regarding bringing in new events and conventions to our region.	9/8/2022 4:21 PM
2	Charles needs to be a leader on new business development. Reno has to work harder getting new Conventions, Special Events , working with University, and steak holders spending money to make money. We need to create opportunities for destination.	9/6/2022 9:57 AM
3	Charles' focus is on room tax as our revenue source for the RSCVA. But he also understands the economic impact and impression of our region is what drives visitors, conventions and events to chose Reno Tahoe.	9/5/2022 11:00 AM
4	Absolutely. Mr. Harris and the entire RSCVA team or focused on the goals and objectives of the organization and directed by the Board of Directors. However, it is important to recognize that a "more, more, more philosophy" may not always return the expected outcomes. Destination stewardship and development of the destination product is important.	9/1/2022 2:48 PM
5	Charles fully understands our mission is to increase room nights, ADR, and to draw conventions and meetings that fill our hotels. This mission is only confused by the casino/hotels own efforts to do the same so there is some overlap of effort.	8/31/2022 9:54 AM

Q12 I believe Charles Harris has made quality improvements and has impacted the organization as President/CEO of the RSCVA by:

Answered: 8 Skipped: 0

#	RESPONSES	DATE
1	Getting us out in national news/awards.	9/8/2022 6:44 PM
2	Bringing the operation of the facilities in-house. I also think Charles has surrounded himself with an amazing staff which is critical to his success as CEO.	9/8/2022 4:21 PM
3	Charles has a likable, engaging personality in person. He is aggressive about receiving industry awards and elevating his and the RSCVA's profile throughout destination and tourism circles. He has passion and enthusiasm for travel and tourism. He is a charismatic presenter.	9/8/2022 9:11 AM
4	I feel Charles has done a good job in engaging his Executive Team in establishing a more clearly defined Strategic Plan and now look forward to the execution of the plan.	9/7/2022 3:02 PM
5	Getting our destination good publicity, and taking our operations in house and hiring new positions is positive for success for the new opportunities.	9/6/2022 9:57 AM
6	Brought the management back in-house for a more efficient and cost-effective operation. Added a key note speaker to Board meetings to provide important information and resources. Provided extensive monthly updates to the Board for detailed information and updates to keep us informed Created a new pricing structure for our facilities providing a clear standard for our customers and staff Brought in NextFactor a leader in DMO strategic planning to assist in creating our new Strategic Plan Created a Customer Advisory Board to provide honest, valuable input on our destination and the RSCVA. Meeting individually with every staff member and hosting brown bag lunches to build relationships in his team	9/5/2022 11:00 AM
7	Representing the organization well during unpredictable times as well as the expanded operational duties with facilities and staffing demands. Mr. Harris' efforts have "righted the ship" and has provided industry leadership and representation.	9/1/2022 2:48 PM
8	Very definitely	8/31/2022 9:54 AM

Q13 I believe Charles Harris could improve by:

Answered: 8 Skipped: 0

#	RESPONSES	DATE
1	Managing stress better. Providing more back up info for Board meetings when asking for large amount of money.	9/8/2022 6:44 PM
2	Stakeholder and board engagement.	9/8/2022 4:21 PM
3	-Charles can improve by not delegating CEO responsibilities to staff. He should be doing work with the team instead of isolating himself and assigning duties beyond the scope of staff to RSCVA employees. He should be jumping in and doing the work with them instead of delegating to others and avoiding decision-making. -Fostering a good relationship with colleagues and board members is essential for the success of this role. Opposing opinions should be valued instead of retaliated against. Threatening legal action because of differing opinions is counterproductive and works against the success of the organization. Board members should be addressed directly instead of going through legal for communication. -Staff concerns should be taken seriously and addressed appropriately and timely. -He should be bringing new special events and conferences to Reno and diving in to make sure they happen. Initiatives, opportunities, and responsibilities sit on his desk too long. Requested agenda items go ignored or not agendized timely. -Charles does not respond to requests for meetings or to emails. He is known for being inaccessible to key community stakeholders.	9/8/2022 9:11 AM
4	I can't stress enough the importance of board communication. What may feel like overcommunicating is a level that is needed with 9 individual members coming from private business, to public sector. It will be even more critical to have board outreach if meetings are not monthly.	9/7/2022 3:02 PM
5	Having a vision and giving direction on developing business be wide open for Reno, Sparks, and push for more opportunities for visitation.	9/6/2022 9:57 AM
6	-Continuing to build relationships in the community being relatively new to a region where people have deep roots. -Focus on soft people skills, slowing down to enjoy the journey and the people around you	9/5/2022 11:00 AM
7	Continue to flexible to change. Be open to new ways of doing business and not being afraid to change the "status quo".	9/1/2022 2:48 PM
8	Not taking personally some of the veiled insults directed at him by board members	8/31/2022 9:54 AM

Q14 Other comments, if any:

Answered: 3 Skipped: 5

#	RESPONSES	DATE
1	I feel the CEO updates are very valuable and I take the time to read the material. The In the Know feels like it could be something done either weekly or bi-monthly and save the staff time it takes to prepare the document. Plus it gets a bit lost in the email if it is too frequent.	9/7/2022 3:02 PM
2	I appreciate Charles' hard work ethic and his knowledge, experience and connections which have been and will continue to benefit the RSCVA. I look forward to moving forward in a positive direction as a Board and organization. The opportunity is endless for our region as visitors are looking at Reno Tahoe as a top destination for indoor, outdoor and experience travel.	9/5/2022 11:00 AM
3	Keep up the good work.	9/1/2022 2:48 PM

RSCVA Board Meeting 9/22/22
TART Connect Zone 3 Funding Request

To: RSCVA Board of Directors
Fr: Andy Chapman, President/CEO Travel North Tahoe Nevada
Date: September 22, 2022
Sub: Review, Discussion, and Possible Action to Provide Funding for the Incline Village/Crystal Bay TART Connect Micro-Shuttle Project

The RSCVA Board of Directors is being asked to review, discuss, and possibly take action to approve a request by Travel North Tahoe Nevada (formerly Incline Village Crystal Bay Visitors Bureau) to provide matching funds for the FY 2022/23 TART Connect Incline Village Crystal Bay Zone 3 Micro-Shuttle project in an amount not to exceed \$350,000.

EXECUTIVE SUMMARY

Board member Andy Chapman, President/CEO, Travel North Tahoe Nevada has requested this item be placed on the RSCVA Board Agenda to solicit support and financial help for the regions #1 visitor impact issue related to regional transportation in the Washoe County portion of North Lake Tahoe.

BACKGROUND

The Tahoe Basin visitation is projected to be in the 15 million range annually. Prior to and since the pandemic, the Tahoe Basin has been inundated with visitation from both overnight and day visitors as well as a migration of new residents and influx of second homeowners. This onslaught of users has created impacts on the destination that are projected to continue into the future. As a region, we have come together to develop and implement strategic destination improvements designed to mitigate these impacts for residents and visitors alike.

One such project is the North Lake Tahoe TART Connect Micro Transit program. This two-year pilot program began in late June 2021 and will continue through June 30th, 2023. Upon completion of the pilot program, transportation partners will consider the program and recommend a further development of this crucial operation.

There are currently 5 zones operating in the North Lake Tahoe region with Zone 3 operating specifically in the Incline Village and Crystal Bay areas. Over the first year of the pilot program (July 1st 2021 through June 30th 2022) over 210,000 rides have been conducted. Specifically in Zone 3 over 40% of the total regional ridership (84,000) have been conducted in Incline Village and Crystal Bay. Travel North Tahoe Nevada (formerly the Incline Village Crystal Bay Visitor Bureau) Board of Directors dedicated nearly \$400,000 during the first year of the pilot program and continue to provide local match funding in support of the year-two program. Additional funding partners for the year-one program included The League to Save Lake Tahoe, Washoe RTC, Washoe County Board of Supervisors, Tahoe Fund, and the Hyatt Regency for a total funding of \$782,000.

Data from the first-year program for Zone 3 indicate a high program success. 84,884 passengers used the service with 53,601 riders with over 175,000 passenger miles and an 8.5 passengers per revenue

hour. Heat maps of the pickup and drop-off locations show wide distribution through the Incline Village and Crystal Bay regions (see attached report Incline Village Performance Report – year 1).

For the current year's program, estimated cost to operate the program in Zone 3 is \$865,000. Committed funding partners for the current year include Regional Transportation Commission (\$290,000); Washoe County Commission (\$100,000); Tahoe Fund (\$50,000); Travel North Tahoe Nevada (\$50,000). This leaves a total unfunded amount of \$375,00 to raise. Additional local match contribution is expected to raise an additional \$25,000.

RSCVA historic and current marketing and promotion have included Lake Tahoe assets as a part of the overall portfolio of selling the entire destination. In fact, on the VisitRenoTahoe.com site, of the total 14 home page "hero" images approximately 30% of the images are of Lake Tahoe. Group and Travel Trade FAM tours and site visits continue to utilize properties in the IVCB area to support the overall goals and objectives of the RSCVA operation. In addition, according to the FY 22/23 RSCVA budget, the Incline Village and Crystal Bay areas provide approximately \$2,100,000 in TOT revenue to support the RSCVA operations

Given that the Tahoe Basin is at a cross-roads of destination management, this request to invest in the destination product aligns directly with the RSCVA's Strategic Plan *Goal 2 – Destination Management* to invest in regions visitor experience. For the Tahoe Basin, that investment includes the development of visitor impact projects that support the overall goals of the Lake Tahoe basin.

FISCAL IMPACT

One-year RSCVA contribution in support of the Incline Village Crystal Bay TART Connect Micro Shuttle Pilot program in the amount of \$350,000.

RECOMMENDATION

Board member Chapman recommends the RSCVA board support the development of critical visitor transportation infrastructure to enhance the visitor experience in the Washoe Tahoe portion of the RSCVA's jurisdiction.



Incline Village Performance Report

Year 1

Dates: July 1, 2021 - June 30, 2022

Rides: 53,601

Passengers (unlinked passenger trips): 84,664

VRH: 9,937

TVH: 10,626

VRM: 155,922

TVM: 159,434

Passenger miles: 175,442

Unduplicated riders: 3,082

Passengers per revenue hour: 8.5

% of rides shared: 54%

Average wait time: 18 minutes

Average ride time: 8 minutes

Average experience rating: 4.90 out of 5

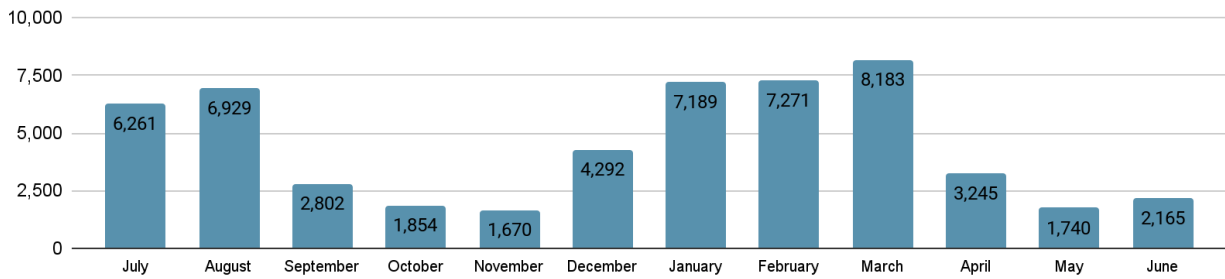
% of rides more than 5 min late to pickup: 8%

Outside Area Request Attempts: 492 (339 unique riders)

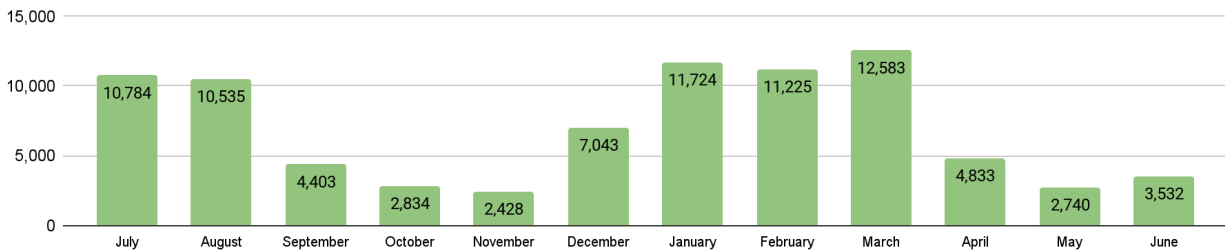
% of rides with less than 20 min trip duration: 97%

Rider no shows: 3,235

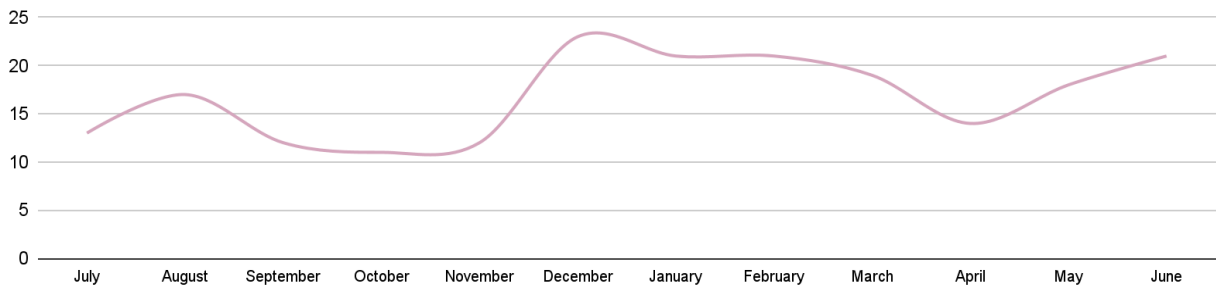
Rides



Passengers



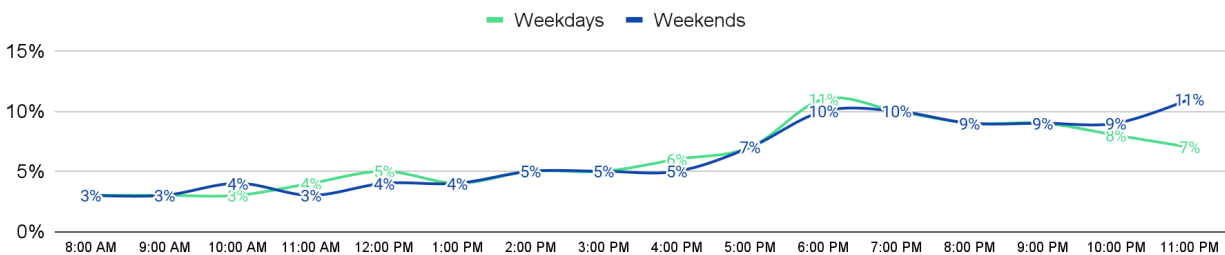
Average Wait Time



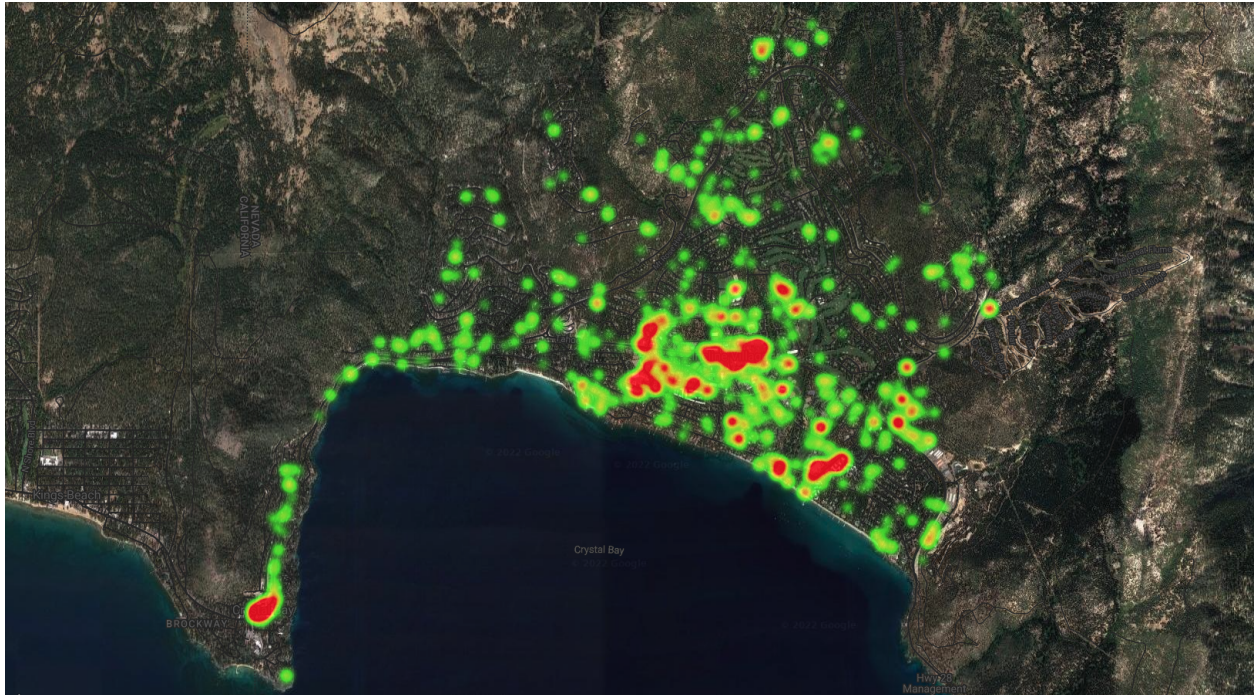
Wait Time Distribution

0 - 5 min: 18% **5 - 10min: 20%** **10 - 15 min: 16%** **15 - 20 min: 13%**
20 - 25 min: 9% **25 - 30 min: 7%** **30+ min: 17%**

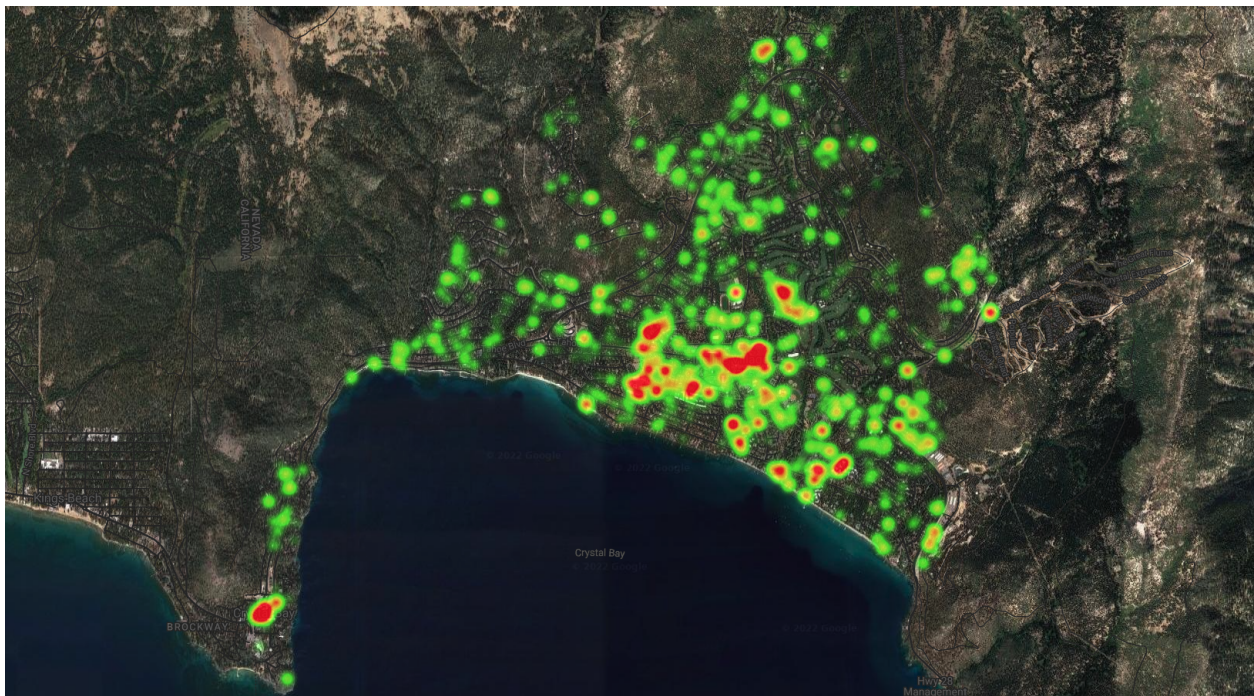
Demand by Hour



Pickups Heat Map

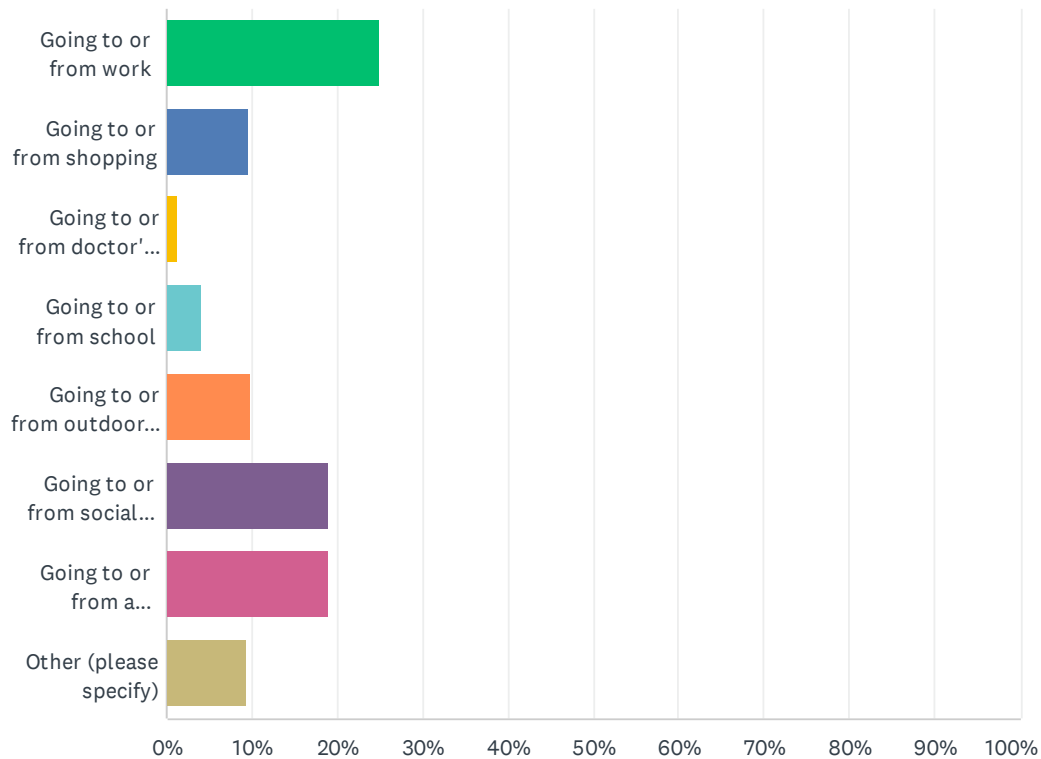


Dropoffs Heat Map



Q1 What is the purpose of your trip today? (check all that apply)

Answered: 1,440 Skipped: 8



ANSWER CHOICES	RESPONSES	
Going to or from work	24.93%	359
Going to or from shopping	9.65%	139
Going to or from doctor's appointment	1.18%	17
Going to or from school	3.96%	57
Going to or from outdoor recreation	9.79%	141
Going to or from social activity / event	18.96%	273
Going to or from a restaurant / bar	18.96%	273
Other (please specify)	9.44%	136
Total Respondents: 1,440		

#	OTHER (PLEASE SPECIFY)	DATE
1	Going home	6/26/2022 11:49 PM
2	Home from beach	6/22/2022 9:28 PM
3	Father's Day dinner	6/19/2022 9:38 PM
4	Friend's home to my home	6/19/2022 1:23 AM

TART App - Ride Survey

5	from a friend to home	6/17/2022 9:51 PM
6	Walk the dog to get dinner	6/16/2022 10:57 PM
7	Grocery	6/5/2022 9:04 PM
8	Go home	6/4/2022 12:38 AM
9	Going home	6/3/2022 11:04 PM
10	I drank too mich	5/31/2022 10:09 PM
11	Grammas to my house	5/7/2022 10:13 PM
12	Gonna go hoop	4/7/2022 7:46 PM
13	Laundry	4/2/2022 6:02 PM
14	Pick up paperwork from doctor.	3/29/2022 2:26 PM
15	Party	3/25/2022 12:16 AM
16	The Bottom parking lot	3/18/2022 10:16 PM
17	Pick up car	3/15/2022 5:25 PM
18	Pick up car at mechanic	3/14/2022 3:57 PM
19	Mail	3/14/2022 3:13 PM
20	Medicine	3/14/2022 2:56 PM
21	Pick up	3/14/2022 1:45 PM
22	Transfer to get to Kings beach	3/14/2022 11:08 AM
23	Grocery for dinner	3/12/2022 9:27 PM
24	Picking up my car.	3/6/2022 4:12 PM
25	Pick up car from mechanic	3/4/2022 1:59 PM
26	Need to get things from friend for their personal reasons	3/3/2022 7:16 PM
27	Turism	3/2/2022 9:17 PM
28	Ski	2/26/2022 3:14 PM
29	Ping pong night	2/25/2022 10:14 PM
30	Bank	2/25/2022 1:58 PM
31	Drop of car for service	2/25/2022 1:15 PM
32	Lunch break	2/24/2022 3:57 PM
33	Going to place a bet	2/18/2022 2:49 PM
34	Spa day	2/15/2022 1:27 PM
35	Spa day	2/15/2022 12:54 PM
36	Loundry	2/12/2022 9:34 PM
37	Medication	2/11/2022 5:01 PM
38	Rec Center - I broke my leg and can't drive. Great service to have!	2/8/2022 2:42 PM
39	Bank	2/7/2022 2:56 PM
40	Nails	2/6/2022 11:53 AM
41	Top parking lot	2/1/2022 5:55 PM
42	Concert	1/28/2022 11:20 PM

TART App - Ride Survey

43	Go to bank	1/20/2022 4:26 PM
44	Sex trafficking escape	1/18/2022 3:22 PM
45	Laundry	1/18/2022 2:13 PM
46	Bank	1/18/2022 1:42 PM
47	I don't want to walk	1/17/2022 7:51 PM
48	Bank	1/13/2022 5:56 PM
49	Doctors appointment	1/11/2022 2:13 PM
50	hospital	1/4/2022 8:03 PM
51	Study	1/1/2022 11:01 AM
52	U	12/28/2021 4:26 PM
53	Visiting father	12/23/2021 1:40 PM
54	Bank	12/23/2021 11:19 AM
55	Your app failed	12/18/2021 2:12 AM
56	Drinking	12/18/2021 1:46 AM
57	After dinner ride home	12/15/2021 1:16 AM
58	Supermarket	12/14/2021 2:39 PM
59	home	12/13/2021 5:52 PM
60	Get my truck	12/13/2021 12:15 PM
61	I have to work	11/21/2021 1:24 AM
62	Concert	11/5/2021 9:41 PM
63	I have a tournament	11/2/2021 9:01 PM
64	A date	10/28/2021 12:52 AM
65	Safety	10/10/2021 9:40 PM
66	Trip	10/9/2021 12:42 AM
67	laundry	10/8/2021 11:03 PM
68	Home	10/3/2021 9:24 PM
69	don't want to specify	10/2/2021 11:08 PM
70	Hi	10/2/2021 1:04 AM
71	Going home	9/7/2021 9:18 PM
72	Heading home	9/3/2021 9:35 PM
73	ER Visit	9/3/2021 12:15 AM
74	Gym	9/3/2021 12:00 AM
75	Take a vaccine	8/30/2021 1:17 PM
76	I'm just getting a ride home	8/28/2021 8:32 PM
77	Car Appointment	8/27/2021 3:18 PM
78	home	8/21/2021 6:43 PM
79	Hung out with friends and just trying to get home	8/20/2021 5:26 PM
80	Pharmacy	8/16/2021 11:34 AM

TART App - Ride Survey

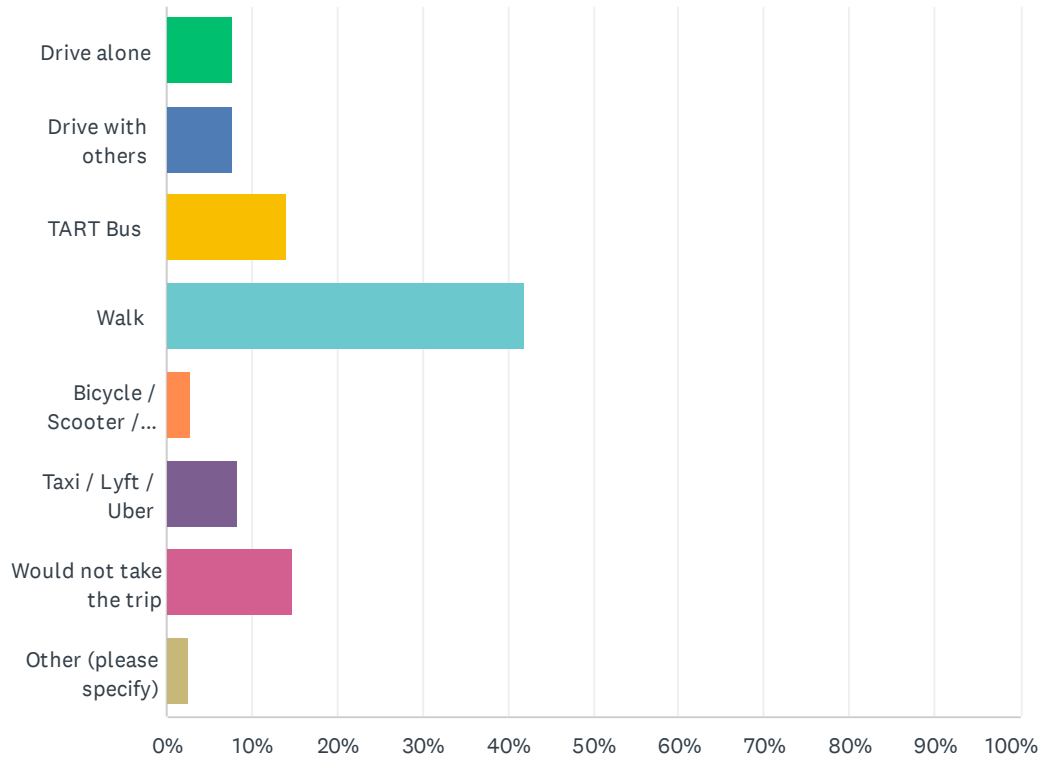
81	home	8/16/2021 1:03 AM
82	Home	8/15/2021 1:55 AM
83	Home	8/15/2021 1:26 AM
84	Home	8/15/2021 1:01 AM
85	Food	8/14/2021 10:04 PM
86	Home	8/14/2021 2:45 AM
87	Friends house	8/14/2021 12:30 AM
88	Family members house	8/13/2021 11:08 PM
89	Home	8/10/2021 8:11 PM
90	Home	8/9/2021 1:03 AM
91	Home	8/9/2021 12:47 AM
92	Riding around the north lake, get past 28 section to crystal bay	8/8/2021 6:54 PM
93	Home	8/7/2021 8:28 PM
94	Home	8/6/2021 8:31 PM
95	home	8/5/2021 10:33 PM
96	Home	8/5/2021 8:12 PM
97	Go home	8/5/2021 12:25 AM
98	Vaccine at safeway	8/2/2021 4:25 PM
99	Home	7/30/2021 8:50 PM
100	Home	7/30/2021 8:43 PM
101	Going home from work	7/29/2021 8:45 PM
102	Workout	7/29/2021 3:59 PM
103	Massage appointment	7/26/2021 5:41 PM
104	Sad friend	7/23/2021 8:49 PM
105	Beach	7/23/2021 3:10 PM
106	beach	7/23/2021 2:02 PM
107	Leisure	7/22/2021 9:48 PM
108	To go home	7/22/2021 1:51 PM
109	home	7/19/2021 11:30 PM
110	Getting around town	7/19/2021 2:29 PM
111	Going somewhere	7/18/2021 7:01 PM
112	Networking	7/18/2021 12:53 AM
113	Legal reasons	7/17/2021 1:25 PM
114	Home	7/17/2021 12:08 AM
115	Going home	7/15/2021 10:25 PM
116	Love	7/14/2021 1:41 AM
117	Gym	7/13/2021 4:20 PM
118	Travel	7/13/2021 2:27 PM

TART App - Ride Survey

119	Running errans	7/12/2021 5:14 PM
120	Nail appointment	7/12/2021 5:10 PM
121	Practice	7/12/2021 12:45 PM
122	Chil at my crib	7/10/2021 10:20 PM
123	going to the beach with friends	7/10/2021 2:42 PM
124	My car broke down in my friends driveway	7/10/2021 12:05 AM
125	House	7/9/2021 4:10 PM
126	House	7/8/2021 5:29 PM
127	Vacation	7/7/2021 11:09 PM
128	House	7/7/2021 2:47 AM
129	House	7/7/2021 2:43 AM
130	Ride vacation	7/7/2021 1:18 AM
131	Sports	7/6/2021 4:50 PM
132	home	7/5/2021 9:58 PM
133	Home	7/5/2021 12:46 PM
134	House	7/4/2021 8:03 PM
135	Home	7/2/2021 7:46 PM
136	Go home	7/2/2021 2:00 AM

Q2 If TART Connect were not available, how would you have made this trip?

Answered: 1,351 Skipped: 97



ANSWER CHOICES	RESPONSES	
Drive alone	7.62%	103
Drive with others	7.77%	105
TART Bus	13.99%	189
Walk	42.04%	568
Bicycle / Scooter / E-Bike	2.74%	37
Taxi / Lyft / Uber	8.36%	113
Would not take the trip	14.80%	200
Other (please specify)	2.66%	36
TOTAL		1,351

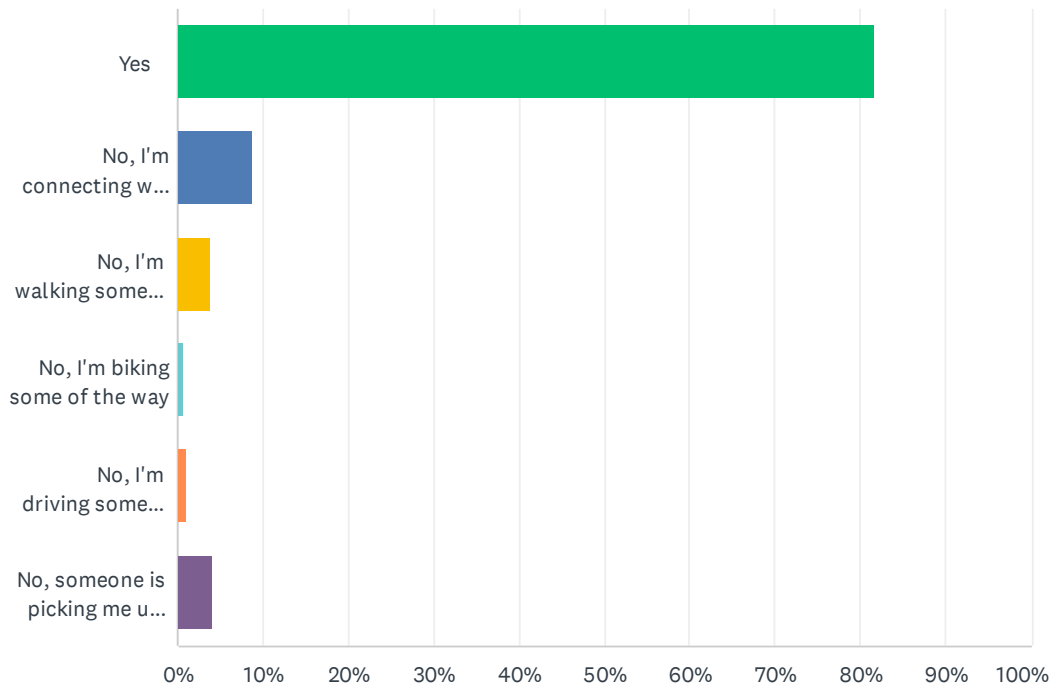
#	OTHER (PLEASE SPECIFY)	DATE
1	No car	6/1/2022 11:58 PM
2	..	5/31/2022 10:09 PM
3	Rideshare or maybe no trip	4/5/2022 1:14 PM

TART App - Ride Survey

4	Dad	4/3/2022 12:04 AM
5	Family member would drive me.	3/29/2022 2:26 PM
6	Drive	3/25/2022 12:17 AM
7	Ask a friend for a ride	2/25/2022 1:23 PM
8	I would stay awake	2/16/2022 2:19 AM
9	Unable to take trip since can't drive.	2/8/2022 2:43 PM
10	Stay home	2/7/2022 10:06 PM
11	4miles	2/6/2022 4:08 PM
12	ask for a ride	1/23/2022 7:59 PM
13	Walk	1/20/2022 7:14 PM
14	Grand theft auto	1/18/2022 3:23 PM
15	We are drinking and should not be driving.	1/7/2022 8:45 PM
16	die	1/4/2022 8:03 PM
17	Don't know took Uber here no Uber available to go home	1/1/2022 4:43 PM
18	Or my parents drop me off	12/22/2021 2:03 PM
19	Thanks tart app you are best app of the world	12/21/2021 8:31 PM
20	Would try to hitch hike	12/18/2021 9:16 PM
21	Your app closed and we lost our ride	12/18/2021 2:12 AM
22	Walk in snowy dangerous conditions with the fear of being hit by traffic walking in the dark and icy conditions	12/17/2021 8:21 PM
23	Tart bus, but is not working	12/16/2021 12:20 PM
24	Walk or drive. We love Tart Connect	12/9/2021 9:41 PM
25	Drunk driving	11/13/2021 11:16 PM
26	My mom	11/2/2021 9:07 PM
27	I drive, take the bike or walk	11/2/2021 9:01 PM
28	I don't drive, so I wouldn't be able to get to far places easily.	11/1/2021 9:32 PM
29	Try cab options	10/31/2021 2:55 AM
30	Will not work the late shift	10/17/2021 9:01 PM
31	Drive dangerously	10/15/2021 10:11 PM
32	Skateboard or walk	8/28/2021 8:33 PM
33	Call a friend	8/16/2021 11:35 AM
34	Would've had to recruit a driver	8/1/2021 1:10 AM
35	Drive	7/31/2021 12:29 AM
36	Hitch hike.	7/11/2021 2:49 AM

Q3 Is TART Connect fulfilling your entire trip?

Answered: 957 Skipped: 491



ANSWER CHOICES	RESPONSES	
Yes	81.61%	781
No, I'm connecting with a TART bus	8.78%	84
No, I'm walking some of the way	3.76%	36
No, I'm biking some of the way	0.63%	6
No, I'm driving some of the way	1.15%	11
No, someone is picking me up or dropped me off	4.08%	39
TOTAL		957

To: RSCVA Board of Directors

From: Charles Harris, President & CEO
Trent LaFerriere, Vice President of Facilities

Cc: Charlene Bybee, RSCVA Board Chair

Date: September 22, 2022

Subject: Review, Discussion, and Possible Action to Approve Staff's Recommendation for the Purchase of a Laser Projector and Lens for the Large Video Screen at the National Bowling Stadium

Background

The existing large screen projector at the National Bowling Stadium is no longer repairable and does not meet the needs of our clients, including the United States Bowling Congress (USBC). The purchase of a Christie lens and Christie laser projector is necessary for the completion of the National Bowling Stadium large screen projector project. It is critical that this project is completed before the 2023 USBC Open Championships.

The selection of this specific equipment manufacturer (Christie) was selected due to the availability of the equipment and to accommodate the already existing infrastructure and unique projecting capabilities offered by this product.

Fiscal Impact

The National Bowling Stadium large screen projector project was included in the fiscal year 2022-2023 Capital Improvement Plan as a grant-funded project, which was previously approved by the Board of Directors on July 14, 2022.

Proposed Motion

I move to allow staff to proceed with the purchase of a Christie laser projector and Christie lens for the National Bowling Stadium large screen projector project for a sum not to exceed one hundred forty-four thousand four hundred twenty dollars and sixty-four cents (\$144,420.64).



Bowling Stadium Projector

9/7/2022

This Agreement is between

Reno Sparks Convention Center

300 North Center Street
Reno, NV 89501 United States

and

Teledata Technologies

5301 Longley Lane #A11
Reno, NV 89511 United States
775-657-1510
<https://teledatanv.com/>

Scope Of Work

Provide as a box sale:

Qty 1, 163-050106-01, Griffyn 4K50-RGB Laser Projector

Qty 1, 144-136101-01, .38:1 Fixed lens

- * No installation labor included
- * No shipping included in proposal. Will be calculated and added to proposal at time of order.
- * Quote good for 15 days
- * Will require 50% deposit
- * Based on availability

Pricing Summary

Equipment:	\$144,420.64
------------	--------------

Grand Total:	\$144,420.64
---------------------	---------------------

Payment Terms

Payment Schedule	Amount	Due Date
Lump Sum	\$144,420.64	

Client accepts this Quote inclusive of its Scope of Work, Pricing and Payment Terms. Contractor agrees to furnish the equipment and materials listed and perform the work in an expedient, workmanlike and professional manner.

Reno Sparks Convention Center

Teledata Technologies

NCL 0054416

Accepted by

Date

Teledata Technologies

Date

Item Details

		Unit Price	Price
1	Christie 144-136101-01, .38:1 lens	\$24,520.64	\$24,520.64
1	Christie 163-050106-01, Griffyn 4K50-RGB Laser Projector	\$119,900.00	\$119,900.00

Total

\$144,420.64

Project Subtotal:

\$144,420.64



Reno-Sparks Convention and Visitors Authority

Interim Financial Report

July 2022



**Reno-Sparks Convention and Visitors Authority
Interim Financial Report
July 2022**

Table of Contents

Financial Summary	1
Transient Lodging Tax Collections and Statistics	2
Facilities Margins	3
Operating Expenses by Department	4

RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

Financial Summary

	Period Ended July		Increase (Decrease)		Annual FY 2023	
	2022	2021	\$	%	Total Budget (Original)	CY Actual as a % of Total Budget
Revenues						
Room Tax Collections	\$ 4,383,958	\$ 4,652,511	\$ (268,553)	-5.8%	\$ 34,200,648	12.8%
Tourism Surcharge	443,923	482,392	(38,469)	-8.0%	4,921,283	9.0%
Facilities Revenues						
Reno-Sparks Convention Center	128,257	163,865	(35,608)	-21.7%	2,556,543	5.0%
National Bowling Stadium	36,146	36,047	99	0.3%	1,400,145	2.6%
Reno Events Center	158,258	-	158,258	0.0%	532,445	29.7%
Reno-Sparks Livestock Events Center	116,679	103,379	13,300	12.9%	871,459	13.4%
Total Facilities Revenues	439,340	303,291	136,049	44.9%	5,360,592	8.2%
Other Income	61,830	55,589	6,242	11.2%	2,591,240	2.4%
Total Revenues	\$ 5,329,052	\$ 5,493,783	\$ (164,731)	-3.0%	\$ 47,073,763	11.3%
Operating Expenses						
Payroll & Related	\$ 441,206	\$ 355,323	\$ 85,884	24.2%	\$ 8,393,705	5.3%
Supplies & Services	1,543,651	1,372,034	171,617	12.5%	13,580,693	11.4%
Travel & Entertainment	53,756	9,629	44,126	458.3%	883,531	6.1%
Promotion & Advertising	467,778	528,775	(60,997)	-11.5%	11,793,248	4.0%
Special Projects	625,473	159,634	465,839	291.8%	3,275,250	19.1%
Capital Outlay	4,823	869	3,954	454.9%	107,702	4.5%
Total Operating Expenses	\$ 3,136,688	\$ 2,426,265	\$ 710,423	29.3%	\$ 38,034,129	8.2%
Non Operating Expenses						
Debt Service Transfers	\$ 682,513	\$ 667,333	\$ 15,179	2.3%	\$ 8,190,150	8.3%
Incline Village/Crystal Bay Apportionment	251,711	248,152	3,559	1.4%	2,106,666	11.9%
Capital Improvements	195,964	17,793	178,171	1001.3%	5,848,370	3.4%
Contingency	-	-	-	-	200,000	0.0%
Total Non Operating Expenses	\$ 1,130,188	\$ 933,279	\$ 196,909	21.1%	\$ 16,345,186	6.9%
Total Expenses	\$ 4,266,876	\$ 3,359,543	\$ 907,332	27.0%	\$ 54,379,315	7.8%
Profit/(Loss)	\$ 1,062,176	\$ 2,134,239	\$ (1,072,063)	-50.2%	\$ (7,305,552)	-14.5%

RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

Transient Lodging Tax Collections and Statistics

	Period Ended July		Increase (Decrease)	
	2022	2021	\$	%
<i>Room Tax Collections</i>				
Lodging (6 5/8%)	\$ 3,367,388	\$ 3,573,668	\$ (206,280)	-5.8%
Convention Center (2%)	1,016,570	1,078,843	(62,273)	-5.8%
Tourism Surcharge	443,923	482,392	(38,469)	-8.0%
Total Tax Collections	\$ 4,827,881	\$ 5,134,903	\$ (307,022)	-6.0%
<i>Room Tax Statistics</i>				
Taxable Room Revenues	\$ 50,830,554	\$ 53,830,711	\$ (3,000,158)	-5.6%
Average Rate - Cash	\$ 163.07	\$ 161.94	\$ 1.13	0.7%
<i>Occupied Rooms</i>				
Cash	311,709	332,403	(20,694)	-6.2%
Comp	78,833	74,189	4,644	6.3%
28 Day	94,685	106,451	(11,766)	-11.1%
Total Occupied Rooms	\$ 485,227	\$ 513,043	\$ (27,816)	-5.4%
Total Percentage of Occupancy	73.4%	76.9%	(3.5)	-4.6%

RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

Facilities Margins

	Period Ended July		Increase (Decrease)		Annual FY 2023	
	2022	2021	Amount	%	Total Budget (Original)	CY Actual as a % of Total Budget
Facilities						
Reno-Sparks Convention Center	\$ (202,467)	\$ (202,477)	\$ (10)	0.0%	\$ (2,801,785)	7.2%
National Bowling Stadium	(144,254)	(137,736)	6,518	4.7%	(1,006,428)	14.3%
Reno Events Center	(14,314)	(114,058)	(99,744)	-87.5%	(1,095,926)	1.3%
Reno-Sparks Livestock Events Center	(84,741)	(60,819)	23,922	39.3%	(1,088,612)	7.8%
Total Facilities	\$ (445,776)	\$ (515,090)	\$ (69,314)	-13.5%	\$ (5,992,752)	7.4%

RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

Operating Expenses by Department

	Period Ended July		Increase (Decrease)		Annual FY 2023	
	2022	2021	\$	%	Total Budget (Original)	CY Actual as a % of Total Budget
Sales and Marketing						
Convention Sales	\$ 603,231	\$ 205,280	\$ 397,951	193.9%	\$ 7,309,777	8.3%
Tourism Sales	43,881	33,409	10,473	31.3%	941,043	4.7%
Marketing	819,793	713,043	106,751	15.0%	13,493,055	6.1%
Total Sales and Marketing	\$ 1,466,906	\$ 951,732	\$ 515,175	54.1%	\$ 21,743,875	6.7%
General and Administrative	\$ 823,633	\$ 657,067	\$ 166,565	25.3%	\$ 4,936,909	16.7%
Capital, Debt Service, and Other	\$ 1,130,188	\$ 933,279	\$ (196,909)	-21.1%	\$ 16,340,686	6.9%