

# RSCVA Board of Directors Meeting June 15, 2023

## ADDENDUM #1

**Reno-Sparks Convention & Visitors Authority  
Meeting held Thursday, May 25, 2023, at 9:00 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 9:00 am on Thursday, May 25, 2023. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

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## **A. OPENING CEREMONIES**

### **A1. Call to Order**

Chair Charlene Bybee called the meeting to order at 9:00 am.

### **A2. Pledge of Allegiance**

Chair Bybee asked Board Member Silver to lead the pledge.

### **A3. Roll Call**

The Clerk of the Board took roll call.

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#### **Board Members Present:**

Councilwoman Charlene Bybee, RSCVA Chair  
Mayor Hillary Schieve, RSCVA Vice Chair  
Commissioner Alexis Hill, Board Member **[via Zoom, arrived in-person 9:13am]**  
Stephen Ascuaga, RSCVA Board Member  
Andy Chapman, RSCVA Board Member  
Shannon Keel, RSCVA Board Member **[via Zoom]**  
Rick Murdock, RSCVA Board Member  
Jessica Sferrazza, RSCVA Board Member **[via Zoom]**  
Ann Silver, RSCVA Board Member

#### **Board Members Absent:**

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#### **RSCVA Executive Staff Present:**

Charles Harris, President and CEO  
Courtney Jaeger, Vice President, Finance  
Trent LaFerriere, Vice President, Facilities  
Mike Larragueta, Vice President, Sales  
Christina Erny, Vice President, Marketing  
Ben McDonald, Senior Director of Communications and Public Affairs

#### **RSCVA Legal Counsel:**

Benjamin Kennedy, Dickson Wright  
Molly Rezac, Ogletree Deakins

#### **Board Clerk:**

Lisa Farmer, Executive Assistant to the President and CEO

## **B. COMMENTS FROM THE FLOOR BY THE PUBLIC**

Mr. Donnie Nelson, Executive Director, Nevada Interscholastic Activities Association (NIAA), spoke in support of the portable indoor track proposal. He left it was an opportunity to start a legacy, both the NIAA, NCAA, and many other sports organizations are looking for venues. Not only was it good for the community and would be beneficial for local high school sports, but it would also create enormous opportunities for exposure, introducing more people to Reno Tahoe.

Ms. Hanah Smrt, University of Nevada student athlete, shared her support and excitement for the proposed indoor track. Currently track athletes don't have suitable practice facilities and cannot practice on a track during the winter and/or inclement weather. Athletes must travel long distances for all their meets, taking them away from classes and costing the program additional money.

Ms. Emily Clarke, University of Nevada student athlete, also spoke in support of the indoor track proposal. She emphasized that track athletes must travel far distances to compete and there were few tracks available, particularly on the west coast.

## **C. CONSENT AGENDA:**

1. **Approval of the Agenda of the May 25, 2023, Regular Meeting of the Board of Directors**
2. **Approval of the Minutes of the April 27, 2023, Regular Meeting of the Board of Directors**

**Motion:** Move to approve the consent agenda as presented.

**Moved by:** Board Member Murdock

**Seconded by:** Board Member Schieve

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver

**Nay:**

**Absent:**

**Abstain:**

**Vote:** Motion passed unanimously 9-0-0

## **D. PRESENTATIONS**

### **D1. Presentation: Portable Indoor Track Feasibility and Economic Impact**

Chair Bybee said Items D1 thru D3 would be heard back and back and some topics may be addressed under more than one agenda item.

Mr. Mike Larraguetta, Vice President of Sales, said in response to the Board's request to identify new business, maximize rentals at RSCVA facilities, and generate room nights, staff had been working on a proposal over the last 21 months. The proposal to purchase a custom, portable, indoor running track was being presented to the Board through the hard work of internal staff as well as communication and collaboration with community partners.

Mr. Larraguetta said the track would create opportunities for national exposure, enhance local partnerships, create facility rental revenue, and bolster the RSCVA's partnership with the University of Nevada, Reno. It would be one of four indoor tracks in the western United States. He introduced Mr. Jason Boudrie, Founder and CEO, Synergy Sports, who gave a presentation on the track feasibility study results.

Mr. Boudrie said he had been working with the RSCVA for over a year on a feasibility and impact assessment for a potential indoor track in Reno Tahoe. The track season runs November through March, which is typically a slower season in the community. Mr. Boudrie said the draw for participants was approximately six hours, with the main users being colleges and universities and youth program organizations. Through his assessment, he estimated 45,000 annual visitors during the shoulder season. Approximately 20,000 would be student athletes. During the first year, it was estimated the facility could handle seven meets. This would increase to 14 by year five, including possible NCAA conference and national championship opportunities.

The first-year impact was forecasted to generate 24,000 room nights, increasing to over 51,000 by year five, with hosting a collegiate level conference and/or national meet. The study indicated the track would generate sufficient revenue to cover operating expenses and was estimated to have a \$40M regional economic impact annually. Hosting an NCAA championship event would add another \$5M in economic impact to the community. The estimated revenue for the program itself was estimated at \$665,000, turning a profit in the first year.

Chair Bybee opened the floor to questions and comments. Board Member Chapman asked if the estimated revenue was based off of out of market rental or did it include some rental by local organizations. Mr. Boudrie said it was estimated through championship meets and local rental by high schools, colleges, and universities, some of which may be out of market.

Mayor Schieve asked what the comparison was east coast vs. west coast in terms of collegiate programs. Mr. Boudrie said having an indoor track on the west coast was a better business model than having a similar track on the east coast as there were more available tracks on the east coast.

Board Member Murdock asked who would be responsible for possible sponsorships and/or naming rights for the facility/track. Mr. Boudrie said it varies dependent on the season, the specific meet or event. Discussion followed regarding sponsorship on different levels through both physical and digital support.



Board Member Murdock asked if Mr. Boudrie would be helping in finding national sponsors. Mr. Boudrie affirmed he would. Board Member Ascuaga said some meets would have sponsorship already attached to the program, however there were opportunities for the facility and actual track.

Board Member Ascuaga asked what expenses would be tied to the breakdown and set up of the track. Mr. Boudrie said some of it was included in the proposed financial model. Not knowing actual dollar amounts, it was a little ambiguous. The numbers would be streamlined as more information and commitments became available. Board Member Ascuaga asked where the responsibility of booking the track would belong. Vice President Larraguetta replied that it would be the Sales Sports Team working with Mr. John Mansoor.

Board Member Silver asked if the track would be open to the public. Mr. Boudrie said that is a decision that would have to be made by RSCVA. The more the public uses the facility, the more there is wear and tear on the track. He added that the indoor track was not flat, but banked, which can be overwhelming for those not familiar with indoor track running. It was not for regular, everyday use.

Board Member Chapman asked what the anticipated lifespan is for the track. Mr. Boudrie said it was well over 10 years.

Vice President Larraguetta introduced Mr. John Mansoor, Executive Director of the Pacific Association of USA Track and Field. Mr. Mansoor highlighted his professional accomplishments. He had overseen events for Junior Olympics, NCAA Championships, USA Track and Field Championships, Masters Championships, and US Olympic Trials, which were held on an outdoor track in Sacramento. There are no indoor tracks in California, Nevada, Oregon, or Arizona. There are four indoor tracks in the city of Boston alone. Mr. Mansoor was the Director of the Reno Indoor Games, held in Reno several years ago. The event was televised and was home to several world records. Mr. Mansoor said he had been waiting 26 years to return to Reno to hold high profile track events. He said there were capable people in place to book and manage large track events.

Mayor Schieve thanked Mr. Mansoor for the presentation. She asked if there was comparative information available for similar tracks. Mr. Mansoor said both Spokane and Albuquerque had indoor tracks like the one being proposed, he didn't have it with him, but it could be provided. Mayor Schieve asked to see that information. She liked seeing the RSCVA working with Nevada and other sports organizations to help bring this project to the area. Mr. Mansoor said there were 100's of indoor tracks on the east coast and the in the Midwest. But with so few on the east coast, there were many opportunities for a new track to host meets.

Board Member Ascuaga asked what the percentage of the events Mr. Mansoor works with are for youth, young adult, and adult events. Mr. Mansoor gave upcoming meets in Sacramento as an example: Master's Championship – 1,200 athletes, plus guests for a week; collegiate conference meets – 300 athletes, plus guests for three days; Junior Olympics – 2,000 athletes, plus families and guests for three days; Olympic level of events don't attract large number of athletes but have huge exposure. RSCVA would need to decide what demographics to target.

## **D2. Presentation: University of Nevada and RSCVA Partnership – Portable Indoor Track**

Chair Bybee introduced University of Nevada Athletics Director Stephanie Rempe and University of Nevada President Brian Sandoval.

AD Rempe said Nevada was extremely excited at the prospect of adding an indoor track to the area. When she arrived at Nevada, President Sandoval charged her with making sure Nevada Athletics continues to grow and maintains close ties with the community. It was a great opportunity for Nevada Athletics to work with RSCVA and the City of Reno.

For Track and Field events, the student athletes must travel. As previously stated, the closest facilities for them to attend meets are several hundred miles away in different states. During the winter, track coaches and staff have to find creative ways to find places for the athletes to practice. AD Rempe said Nevada Athletics was willing to provide storage for the track when it was not being used. This would be a secure, climate-controlled storage during the off-season months.

President Sandoval too was excited to partner with the RSCVA on this incredible opportunity for the region to attract a new market, new visitors. He said having such a facility to hold youth events was also a good opportunity for Nevada to attract and recruit young athletes. Having this facility will also help programs in times of poor air quality, particularly in times when air quality is impacted by nearby fires.

Mayor Schieve confirmed that Nevada Athletics was willing to partner and brand the track to be a part of the University of Nevada, Reno. President Sandoval said they were willing to partner and would love to see the Nevada Athletics logo on the track.

Chair Bybee asked if Nevada Athletics would be hosting events at the facility. Mr. Kirk Elias, Nevada Women's Track and Field Coach, affirmed that would be the idea. They had already submitted a list of events they would like to host at the proposed track and would also like to bid on future NCAA events to be held at the facility.

Board Member Sferrazza said she was excited about the proposed project. She asked President Sandoval if there was a way to share the cost of the nearly \$5M project with the university. President Sandoval said the university was participating with their contribution of the storage during the off season (estimated to be \$200,000/year).

Board Member Hill asked if Nevada would be willing to sign letters of support, should RSCVA seek additional types of funding, including monies from the State of Nevada infrastructure bank.

President Sandoval said they were happy to support the project and fully committed to helping find additional funds. Mayor Schieve would like to see the University of Nevada brand the Reno-Sparks Convention Center (RSCC) as a part of the partnership. Having the Nevada logo would show the collaborative effort and partnership for the project. President Sandoval said they would be proud to add their name to the building and show how they are part of the community.

Board Member Sferrazza said it was a goal of the RSCVA to find ways to generate room nights in the off season. She asked if the track would be ready by next year at about the same time. Vice President Larraguetta reviewed the estimated timeline. If the project was approved today, the bid would be awarded to the track contractor. The track, built in Italy, would take 9 months to construct. It would be shipped to Reno with the manufacturer's representative. RSCVA would hope to take ownership of the track in late October 2024, making it available for meets starting in December 2024. This would also provide time for the Sales Department's Sports team to seek out and book events for the 2024-2025 track season. This would try to boost occupancy in months when occupancy was at its lowest.

**D3. Presentation: Portable Indoor Track, Track Equipment, and Portable Bleachers**

Vice President Larraguetta introduced Mr. Don Paige, Owner and President, Paige Design Group. Mr. Paige explained what the indoor track was and how it was different than a flat track. It was also very efficient to install the track, use it for the season, then tear it down for storage, freeing up space when it's not in use. This track would be World Athletics certified. World Athletics (WA) is the top governing body of track worldwide.

**Board Member Murdock left the meeting at 10:14am. He returned at 10:17am.**

Mr. Paige reviewed how the track would be built, assembled, and shipped. A member of the manufacturing service team would be sent with the track to train RSCVA staff on the installation, maintenance, and removal of the track for storage.

**Board Member Hill left the meeting at 10:18am. She returned at 10:22am.**

Discussion followed regarding the needed equipment for track and field events and the portable bleachers. Mayor Schieve asked if the track would be able to be used for the Special Olympics. Mr. Paige said since the track was banked, it may not be suitable for wheelchairs, but it was a 200m track and would follow all WA specifications.

**E. BOARD MATTERS**

**E1. Review, Discussion, and Possible Action regarding the Acquisition of the Portable Indoor Track, Indoor Track Equipment and Portable Bleachers**

The RSCVA Board of Directors is being asked to review, discuss, and approve staff's recommendation to award the Request for Proposal 2023-OP02 for the acquisition of the following:

- a) Portable Indoor Track from Truckee Meadows Construction, Inc. in an amount not to exceed \$3,462,390;
- b) Portable Bleachers from FSI/Flooring Solutions, Inc in an amount not to exceed \$1,208,630.42; and
- c) Track Equipment from USC in an amount not to exceed \$365,399.81

Vice President of Sales, Mr. Mike Larraguetta, thanked those that presented for their time and expertise to help bring this project to the Board of Directors for consideration. This item was being proposed for action to allow staff to move forward with the proposed portable indoor track and complementary equipment.

Board Member Murdock asked if there was a way to creatively finance this project as to not wipe out any particular existing budget. Vice President of Finance Courtney Jaeger said if this item was approved, Finance would investigate some options, including possible grant and state funding. If approved, the down payment of \$1.8M would be due in July. She did not think there was a need to look for outside financing at this time. Finance was considering several options including a tier system that would include monitoring room tax revenues and dedicating revenues over budget to fund the proposed track. The next step would be to look at funding that was not used in the FY24 budget, such as the \$500K in the Opportunity Fund budget. If those funds had not been expended, they could be used toward paying for this project. In anticipation of the project, Finance had allocated up to \$2M of the FY25 budget. Vice President Jaeger was confident that it could be funded with existing funds.

Board Member Ascuaga thought this was a good project for the community and a great partnership with the University of Nevada. He appreciated staff's work on the proposal for almost two years. However, the Board had only been introduced to the project approximately 20 days ago. It was a wonderful project, but the Board needed to look at the reality of how it would be paid for. He thought the project was worthwhile, but he was hesitant to re-open the FY24 budget and unravel all the work that was done at the Finance and Facilities Committee to bring the FY24 budget to the Board. There would be a lot of change on the Board and the RSCVA leadership in the next few months, he didn't want to commit future Board Members and a CEO to a decision on how to pay for it without looking at it more. He suggested not taking action and referring the item back to the Finance and Facilities Committee to look at possible funding options. He was in full support of the track and thought it would be an asset to the community, but wanted to be realistic about the funding.

Board Member Silver agreed. She wanted to look closer at the funding as the Finance Department thought it could be financed in-house. The money would have to be taken from somewhere and she didn't want to take away and impact other budgets.

Mr. Harris said the initial payment of \$1.8M was very doable, based upon monies that could be moved from capital projects and funds that were budgeted but not spent in the current fiscal year. The other \$3.2M was more concerning. Over the last fiscal year, RSCVA was able to make some significant budget augmentations. Looking into the next year, the trends seem to show a rocky travel and tourism year with increased inflation and some industries looking at layoffs. He cautioned the Board to not rely on budget augmentation to help pay the remaining amount.

Board Member Sferrazza liked the idea of sending the item back to the Finance and Facilities Committee for further vetting. If this was to be approved, discussion needed to happen about what to defer in the capital projects budget. She also had questions about the actual bids. Discussion followed regarding the bid documents and process.

Mayor Schieve asked what the downsides of the project were, what obstacles should the RSCVA avoid? Mr. Paige said the biggest concern was that every time you touch the track to set it up or take it down, it's downgraded and would deteriorate. It was a very intricate process and must be done correctly.

Chair Bybee thanked all the guests in attendance for their presentations and support of the project. This project fits the goals and wishes of the Board in terms of finding new opportunities, increasing room nights, and booking events in slower times of the year. The return on investment of four years was positive as well as the exposure for the community. Even though \$5M was a big number, she was confident it could be found. The \$1.8M had already been identified, the question was where the remainder would come from. Discussion followed regarding how funds in FY24 were reallocated to come up with the upcoming payment. A couple of paving projects would be delayed, instead maintenance such as crack fill could be done as a short-term solution. A restroom remodel would also have to be delayed, but Vice President of Facilities Trent LaFerriere said it wasn't crucial and could be addressed in future budgets.

Vice President Larraguetta asked for clarification on when the bids would expire. Mr. Jose Martinez, Director of Facility Operations, said if the bids were not awarded, there was a possibility that the bids would expire and have to be resubmitted, with the potential for increasing pricing based on supply chain and resource delays and availability. Board Member Ascuaga took issue with putting him in a position to have to make a decision. It was a great project, but they needed time to carefully consider it.

Mayor Schieve said it would be helpful to send it to the Finance and Facilities Committee to hash out a lot of the details and be more familiar with the project. A discussion followed about the bleachers, which could be used for other events and could be covered in rental fees.

Board Member Sferrazza asked if a Finance and Facilities Committee could meet to vet the proposal and bring it back to the Board, if even a special meeting was needed to meet the timeline for the bids. Board Member Ascuaga said it was possible and suggested reaching out to the bidders and requesting another 30 days.

There were still some questions that need to be looked at, including the cost to set up and take down the track. Board Member Murdock asked if the item could be approved, subject to the Finance and Facilities Committee making a recommendation on the funding. Mr. Kennedy said there were a couple of options: 1) Approve as is and revise the budget; or 2) Defer a decision on the track and approve the budget as is and then have the Committee meet and bring back a budget revision (if needed) in the future. More discussion followed regarding the bid dates. Mr. Martinez left the meeting to speak to the bidders and confirm the deadlines.

Chair Bybee said she was already considering moving the scheduled June 22<sup>nd</sup> Board meeting to June 15<sup>th</sup>, this might help with meeting the deadlines. She asked if the Board was comfortable with the Board not sending it back to the Finance and Facilities

Committee should the bids expire before that date. Board Members Murdock and Ascuaga responded that they would like it to be heard by the Finance and Facilities Committee and were amenable to moving the June meeting even earlier if needed. Discussion followed regarding the possibility of using the Opportunity Fund budget for the project. Chair Bybee asked to move on to the next item and return to this after the information about the bid expiration dates are confirmed.

Board Member Sferrazza asked if anything had been submitted in writing from the University of Nevada for the track storage. Mr. Kennedy said it was a verbal commitment at this time. Board Member Sferrazza asked that it be provided in writing.

**Item E2 was heard at this time.**

**Board Member Silver left the meeting at 11:10am and returned at 11:15am.**

**This item was reopened after Item E2.**

Mr. Kennedy said the FY24 budget was approved in item E2 without the proposed track. He suggested declining to award the RFPs at this meeting and give staff and the Finance and Facilities Committee direction to meet and come back to the full Board with a proposal to fund and award the RFPs.

**Motion:** Move to not take action to award the RFPs at this time and request that the item be heard again at the next meeting after staff and the Finance and Facilities Committee have met to discuss funding.

**Moved by:** Board Member Ascuaga

**Seconded by:** Board Member Murdock

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, and Schieve

**Nay:**

**Absent:** Silver

**Abstain:**

**Vote:** Motion passed 8-0-1 (Silver absent)

**Item E3 was heard next.**

**E2. PUBLIC HEARING: Review and Adoption of the Reno-Sparks Convention and Visitors Authority Fiscal Year 2023-2024 Budget (Resolution #600)**

Vice President of Finance Courtney Jaeger gave a presentation on the proposed budget for FY24. The Capital Improvement Plan (CIP) budget totaled approximately \$4.3M with the largest projects being (if approved) the portable indoor track project and some projects at the Reno-Sparks Convention Center (RSCC). Vice President of Finance Trent LaFerriere reviewed the proposed projects to replace a cooling tower, refurbishment of the runway windows, replacement of skylights, replacement of aging vehicles, and a restroom conversion.

Chair Bybee asked if any of the proposed changes to accommodate the indoor track were crucial. Mr. LaFerriere said none of them were time sensitive and would still be addressed in future budgets or as additional funds became available. Board Member



Chapman confirmed that the CIP met the Board policy outlining 10% of total room tax collections county wide would be spent on capital projects. Discussion followed regarding delayed improvements at the Reno-Sparks Livestock Events Center. Vice President LaFerriere said the Western Heritage group was still looking to partner on expansion of the facility, which would include removal of existing paved areas. What was proposed was to do crack fill this year and continue discussions with the Western Heritage group for future improvements.

Board Member Sferrazza asked about the sign outside the Reno Events Center (REC). Vice President LaFerriere said discussions were ongoing with the City of Reno. Discussion followed regarding funding and replacement of the sign. The cost to replace the sign was approximately \$180K. Chair Bybee said RSCVA was responsible for maintenance and repairs up to \$10K, beyond that it was not the RSCVA's obligation. President and CEO Harris added that in the current fiscal year, RSCVA allocated \$500K in improvements to the facility in an attempt to be a participating partner in the facility. Board Member Sferrazza asked to add the sign to the capital project budget. Commissioner Hill thought it could be a partnership between the City of Reno, RSCVA, and Washoe County. Board Member Chapman suggested this be handled at the staff level. Mr. Harris asked for staff direction, if the Board wanted to replace the sign, staff would

**Mayor Schieve left the meeting at 11:23am. She returned at 11:25am.**

Mayor Schieve informed the Board that the City Manager Doug Thornley was joining the meeting on the phone. She added that the City Manager said he would pay for it but needed more information. Vice President LaFerriere said it had been submitted but would follow up with the City. City Manager Thornley left the meeting.

Board Member Chapman noted that 14% of total room tax revenues were generated in Washoe B, and about 10% of total revenues was going to capital improvements. He said there are no RSCVA properties in that area, he wanted the Board to be aware there are other needs in the area despite there not being a facility in that area.

Vice President Jaeger resumed the presentation, noting that \$310K was being set aside for reserves. She asked if the Board wanted to use \$60K of that reserve for replacement of the sign. There was consensus from the Board to make that amendment.

Mayor Schieve asked about the estimated \$350K budgeted for furniture replacement. Vice President LaFerriere said it was for replacement of aging furniture in over 70 combined offices in all the facilities, some of which was 20+ years old. He was also looking to making the offices unified to make it possible to use the same type in each facility, making them usable in any office.

Vice President Jaeger continued her presentation on the overall FY24 budget. The current Strategic Plan funding policy for the Board initiative related to Air Service was budgeted for \$750K. Vice President Jaeger asked the Board for direction on Air Service spending. Currently the Air Service fund is authorized for spending on direct support for

air lift. During the current fiscal year, after discussion at Board meetings, the CEO was looking for authorization to use Air Service funds for air service marketing efforts including paid media in addition to mitigation agreements. The Finance and Facilities Committee discussed this at their May 9<sup>th</sup> meeting and had requested more discussion with the full Board to determine what amount or percentage of the Air Service fund be used for marketing air service.

Board Member Ascuaga (Chair of the Finance and Facilities Committee) said the Board has seemed to wrestle with finding opportunities to use the Air Service Fund. The Committee wanted input from the full Board as the current guidelines were specific to what the funds can be used for. The Committee expressed a desire to loosen up the guidelines and maybe direct some of the funds to other efforts such as marketing and education. Board Member Silver thought added flexibility was important, however something needed to be held back as no one knew when opportunities for new air service or new mitigation agreements may arrive.

Vice President of Marketing and Communications Christina Erny said part of their goals in the annual plan was to spend money directly on air service. That had been done with both JetBlue and American Airlines this fiscal year as well as an educational FAM for airline executives. There were also plans to contract with an airline consultant to create strategies for DMO specific plans for routes and opportunities for non-stop flights.

Board Member Murdock said he would like to see the Reno Tahoe Airport Authority (RTAA), the Regional Air Service Corporation (RASC) and RSCVA work together to creatively use the available funds, with all the organizations contributing.

Board Member Chapman suggested maybe changing the guidelines to hold 20-25% for mitigation agreements. Board Member Sferrazza had a concern about reducing the budget to \$750K instead of \$1M. Board Member Ascuaga thought \$750K was adequate and the monies should be used if there are no requests for mitigation. There were opportunities for augmentation if needed in the future. Mr. Kennedy suggested maybe approving the budget for the Air Service Fund at \$750K and then either setting a percentage that can be used for marketing or approving the Air Service Fund as presented and addressing the expenditure guidelines later. There was consensus to leave the Air Service Fund as presented and at a future meeting entertain a request from Marketing to spend monies out of that fund. Vice President Erny said she did need clarification for expenditures made during this fiscal year, as it was outlined in their annual plan to spend on goals directly related to air service. Mr. Harris added that the Board informally approved of that spending when they set one of his goals to spend money to support existing air service and provide educational opportunities. He asked for formal guidance to clarify what budgets should be used for those expenses. Mr. Kennedy suggested moving forward with the FY24 budget and possibly address the FY23 expenses separately, possibly at another meeting. He felt the general guidance was adequate, but if formal action was desired, it should be addressed later.



Board Member Silver apologized that she needed to leave the meeting to attend a legislative meeting in Carson City. **Board Member Silver left the meeting at 11:50am.**

Vice President Jaeger continued the FY24 budget presentation. Room Tax revenues were estimated at \$43.8M and total Facility Rental revenues were budgeted at \$7.2M. The Facility loss projections for FY24 were down 4% from the previous fiscal year. There were some challenges in the current fiscal year including significant increases in utilities and temporary labor expenses and overall inflation. There were also some successes including a 15% increase in total events in FY23. Increases in selling spaces during slower periods, providing higher occupancy and revenues. The RSCVA was also able to hire some key operational staff and increase operational consistency and efficiency.

Vice President Jaeger reviewed other revenues and the FY23 carryforward balance. Board Member Ascuaga clarified that the approximate \$4M is already allocated. Commissioner Hill wanted to note that Washoe County is looking at some changes in relation to short term rentals. She didn't think they would significantly change the projections, but asked that staff stay in touch with the County to track potential changes.

Vice President Jaeger reviewed the operational expenses for FY24 in the General Fund. Total expenses were estimated at \$44.3M, of that \$16.9M was estimated for payroll and personnel expenses and \$11.4M was estimated for Promotion and Advertising. She said the CEO asked that the proposed 4% Cost of Living Adjustment (COLA) be discussed by the full Board of Directors as well as merit-based increases up to 3% for all qualified employees (approximately \$278K if all employees qualified for the full merit increase). There was a PERS increase of 4% was built into the budget as well, totaling approximately \$370K.

Board Member Ascuaga added that the Finance and Facilities Committee reviewed the proposed COLA and merit increases and thought it was within a good range but wanted to have the full Board weigh in on the discussion. Board Member Chapman asked when the last PERS increase occurred. Vice President Jaeger said the last one was two years ago for approximately 0.5%.

Ms. Jaeger reviewed Services and Supplies, it was noted that cost increases ranging from 16% to 40% had occurred the current year and had been accounted for in the upcoming fiscal year as increased expenditures along with increases in general liability insurance. She then reviewed Promotions and Advertising along with Special Projects. The Apportionment to the Incline Village Crystal Bay Visitors and Convention Bureau was approximately \$2.2M. Vice President Jaeger finished the presentation by reviewing the RSCVA other funds.

Board Member Keel noted that the budget accounted for decreases in occupancy and Average Daily Rates (ADR), she asked what those numbers were based on. Vice President Jaeger said it was based on market trends, especially in the hotel segment and other economic factors. Board Member Keel said when the decision to take over the

maintenance of the facilities was made, it was anticipated that expenses would be less, however they were budgeted at higher amounts. She asked if this was a short-term increase in losses. Vice President Jaeger replied that a 4% decrease was budgeted for FY24, it was budgeted for 5.5% for FY23, adding that the unforeseen increases in utilities were really affecting the overall expenses, but it was decreasing. Board Member Keel asked for a summary one page of the revenues and expenses. Vice President Jaeger said she would send it.

Mr. Kennedy reported the bid for the bleachers would expire June 30, 2023. The other bids had longer timelines. Discussion followed on options for approval of the budget with or without the proposed track project.

**Motion:** Move to approve the FY23-24 budget as discussed (with \$60K from capital reserves designated for the sign at the Reno Events Center) without the proposed track project, and request that the Finance and Facilities Committee review finance options and bring the item back to the Board of Directors for consideration.

**Moved by:** Board Member Schieve

**Seconded by:** Board Member Hill

Chair Bybee opened the floor to public comment, there was none.

There was a technical difficulty and some Board Members were not able to hear/see the meeting. **A recess was called at 12:20pm, the meeting reconvened at 12:25pm.**

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, and Schieve

**Nay:**

**Absent:** Silver

**Abstain:**

**Vote:** Motion passed 8-0-1 (Silver absent)

**Chair Bybee returned to Item E1.**

**E3. Review Presentations, Discussion, and Possible Action to Approve and Award the Request for Proposal 2023-ADMN01 for the Reno-Sparks Convention and Visitors Authority Executive Search Firm**

**This item was heard after Item E1.**

Chair Bybee introduced Ms. Andrea Bricca, Manager Partner of DHR Global. Ms. Bricca gave a presentation that included her biographical information and introduced her colleagues that would be working to find the next President and CEO for the RSCVA.

Chair Bybee asked if the proposed twelve-week timeline was reasonable. Ms. Bricca said it was a reasonable timeline but could be affected by the timeline of the Board. Board Member Sferrazza didn't see any DMOs listed in the proposal as past clients. She asked if the firm had any experience in that sector and asked for examples of other similar

companies the firm had worked with. Ms. Bricca said they had not done any CVBs or DMOs but had strong representation in hospitality realms as well as public relations and marketing organizations that are tangentially related as well as public universities and local government organizations. They also had experience in the gaming industry. Discussion followed regarding the search process including the DHR recruiting philosophy, meeting with employees and Board Members to discuss culture, expectations, compensation, etc.

Ms. Jessica Bayer, DHR, joined the meeting. She shared her background and her experience working with marketing, communications, and public relations companies. Discussion followed regarding compensation (proposed at 33% in the DHR proposal) and whether or not there was an opportunity for a reduction if a local candidate was selected in the search. Ms. Bricca said they would be willing to discuss a carve out agreement for certain candidates.

**Mayor Schieve left the meeting at 12:45pm, she returned at 12:46pm.**

Chair Bybee introduced Ms. Tina Winner and Mr. Dennis Tracy of Winner Partners. They provided a presentation, outlined their experience and background, and reviewed their proposed search process and timeline. Ms. Winner said in relation to fees, they proposed a flat dollar amount with a one-year guarantee, they too would be amenable to different fee amount for local/internal candidates. They have experience with DMOs and public agencies and are familiar with Open Meeting Law regulations.

Mr. Ben Kennedy, Legal Counsel, clarified that the agenda item was asking the Board to select and move forward with one firm, allowing the Chair and Legal Counsel to negotiate and execute a contract with the selected firm.

Discussion followed regarding the timing of the item in relation to the addition of new Board Members. Board Members Schieve and Sferrazza felt strongly that the decision to select a firm be delayed until the new members had been onboarded. President and CEO Charles Harris said as a part of his transition he was leaving a detailed report that would be shared and bring the new President and CEO up to speed and included areas of improvement. Chair Bybee said her intent was to bring the search firm proposals to the Board for selection and then start the process with the search firm of meeting with stakeholders both internal and external to establish what the RSCVA was looking for in a new President and CEO. There would be many opportunities for the Board to provide input and meet with the selected firm.

Board Member Chapman said he saw two different topics coming out of the conversation: 1) In-depth conversations with Board Members and Staff to establish the wants and needs of the RSCVA, and 2) Selection of a search firm to start the process, understanding there would be change on the Board in approximately 45 days, but he didn't think the selection would be any different in 45 days. He was willing to move forward with the search firm selection with the understanding that the process will

include those in-depth conversations with staff and the Board after new members are seated. Commissioner Hill agreed, she was ready to make a decision, the longer they delayed, the longer the process would take.

**Motion:** Move to hold off on awarding the search firm RFP until the new Board Members are seated.

**Moved by:** Board Member Schieve

**Seconded by:** Board Member Hill

Board Member Ascuaga said there needed to be an interim discussion connected to this item. He felt both firms that presented were capable of executing the search, understanding that discussions would take place after new Board Members arrived. He was prepared to move forward and award the bid. Chair Bybee said the interim placement would be discussed at the June Board meeting.

Commissioner Hill asked if there was a desire to send the RFP back out for additional options? Mr. Kennedy said since this was a professional service it was not necessary to go out to bid again, however the Board did have that option.

Chair Bybee said it would be nine weeks until the new Board Members attend a meeting. At that time, this process would be repeated adding significant time to the timeline.

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, and Schieve

**Nay:** Board Member Bybee

**Absent:** Board Member Silver

**Abstain:**

**Vote:** Motion passed 7-1-1 (Bybee opposed, Silver absent)

**E4. Review, Discussion, and Possible Action regarding the United States Bowling Congress (USBC) Proposal to Adjust the Women's Championship Future Schedule at the National Bowling Stadium**

Board Members Sferrazza and Murdock disclosed they have working relationships with Caesar's Entertainment which sponsors the USBC events the National Bowling Stadium, however there was no financial benefit to either of them as a result of the contract being discussed.

Vice President of Sales Mike Larraguetta gave a brief history of the relationship between the RSCVA, the National Bowling Stadium (NBS), and the USBC. During the nine year relationship with USBC, their events have generated over 493,000 room nights, \$3.5M in room tax and have had an estimated \$445M economic impact in the community. The current tournament was estimated to bring 50,000 bowlers and generate 80,000 room nights.

After receiving the request from the USBC to change dates for the upcoming Women's Championship, staff met with hotel leaders and found them in unified support of

adjusting the dates as requested. Mr. Kennedy clarified that since the event was being rescheduled from 2025 to 2028 and 2030 to 2033, instead of cancelled the liquidated damages penalty was not applicable.

**Motion:** Move to approve staff recommendation to amend the USBC Women's Championship dates as presented.

**Moved by:** Board Member Chapman

**Seconded by:** Board Member Hill

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, and Schieve

**Nay:**

**Absent:** Silver

**Abstain:**

**Vote:** Motion passed unanimously 8-0-1 (Silver absent)

#### **E5. 2023/2024 Special Events Partnership Funding Recommendation Award**

##### **Allocations**

Ms. Tasha Holloway, Senior Marketing Events Manager, reviewed the Special Event Annual Fund criteria and the process staff had followed to review the 42 applications that had been received for FY24. A list of proposed awards was provided in the agenda packet. After awards were determined, approximately \$76,600 was held back to provide opportunities for new events that may come to the RSCVA or for Spring events that have not yet occurred in FY23.

Board Member Chapman said after extensive conversation with staff, he understood that the events in Incline Village/Crystal Bay (IVCB) did not meet the marketing criteria. He thought it may be time to look at the funding and make considerations for events that draw visitors but are not advertised out of market.

If the IVCB SkyShow event did not meet the criteria, he would be requesting the Board look at other options to fund the event which drew a large number of visitors. It met the goal of advancing environmental efforts to protect the Lake Tahoe region and would gain exposure for the region.

Board Member Murdock supported the request to seek other funding as the IVCB region hits maximum room nights during the event and it was important to support the area, even though their room nights are limited.

##### **Mayor Schieve left the meeting at 2:05pm.**

President and CEO Charles Harris said the intent behind this fund was to help marketing efforts for the area and the more programs they support the better. He was supportive of the IVCB SkyShow and if the Board wanted to fund it, he would work with staff to find another way to provide monies for the program. He complimented Tasha and the internal Special Events team for their work and maintaining the integrity and transparency of the Special Events Fund program.

Discussion followed regarding funding for legacy events like Hot August Nights and the Reno Rodeo. Ms. Holloway said both of those events are sponsored by Reno Tahoe with in-kind donations that include use of the RSCVA facilities. Board Member Sferrazza noted that the Reno Air Race Association requested \$150,000 but was funded \$50,000. Mr. Harris said out of the \$150,000 requested, there wasn't much that the RSCVA would already receive as part of their previously approved sponsorship agreement for \$150,000. This would make the total contribution to the Reno Air Race Association \$200,000.

**Motion:** Move to approve staff recommendation to award the Special Event Fund applications as presented.

**Moved by:** Board Member Ascuaga

**Seconded by:** Board Member Murdock

**Aye:** Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, and Murdock

**Nay:**

**Absent:** Board Members: Schieve and Silver

**Abstain:**

**Vote:** Motion passed unanimously 7-0-2 (Schieve, Silver absent)

#### **G. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES**

Board Member Hill asked to add the request for \$20,000 from Incline Village/Crystal Bay for the SkyShow program to the next agenda.

Board Member Ascuaga alerted Finance and Facilities Committee Members that they would need to meet the week of June 5<sup>th</sup>.

Board Member Chapman noted a correction to the financial report for revenues in Washoe A and Washoe B territories.

Board Member Sferrazza asked to have a discussion on the placement of an Interim President and CEO. Chair Bybee said it was scheduled to be on the June agenda. Board Member Sferrazza asked that the conversation be broad enough to allow for open discussion.

Board Member Murdock asked that the Sales team around the country be introduced to the new Board Members as well as Mr. Brent Bowers, at the National Bowling Stadium.

**Board Member Silver joined the meeting at 2:20pm.**

#### **H. COMMENTS FROM THE FLOOR BY THE PUBLIC**

Chair Bybee opened the floor to public comment, there was none. Public comment was closed.

**F. ADJOURNMENT**

Chair Bybee adjourned the meeting at 2:23pm.

The meeting may be viewed at the following:

5/25/23 RSCVA BOD Mtg (Part 1) [www.youtube.com/live/jwxS9FxbOXM?feature=share](https://www.youtube.com/live/jwxS9FxbOXM?feature=share)

5/25/23 RSCVA BOD Mtg (Part 2) [www.youtube.com/live/fPRRY2t-nEc?feature=share](https://www.youtube.com/live/fPRRY2t-nEc?feature=share)

DRAFT



ITEM E6



Reno-Sparks Convention and Visitors Authority

# Annual Plan

2023 / 2024







# Contents

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Goals & Key Initiatives	13
Sales & Marketing Goals	15
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During Fiscal Year 2021-2022, the Reno-Sparks Convention and Visitors Authority Board of Directors embraced a three-year strategic plan, designed to guide the organization through an ambiguous travel market. As we enter year two, I am thrilled to see all that we've accomplished. Our venues are nearing historic levels of activity, room revenue is once again reaching new heights, and staffing levels have nearly returned to pre-pandemic numbers. Reno Tahoe is bustling with activity, as the premier outdoor, gaming and event destination in United States.

The RSCVA is meeting its purpose with an altruistic focus on supporting and enhancing the communities it exists to serve. By promoting local businesses, events and activities, and by partnering with other government and development organizations, the RSCVA continues working to create opportunities to enhance the quality of life for Washoe County residents. The visitor experience is closely tied to resident sentiment, and both are important metrics, helping to identify goals and create measurements to track the effectiveness of Reno Tahoe initiatives.

Looking inward and incorporating local ideology is critical to the success of this destination. Inviting the world to experience the one-of-a-kind beauty of Reno Tahoe, but imploring visitors to be conscientious of their actions and their impact on our natural resources. Touting our abundance of artistic cuisine and world-class culinary events, while promoting a philosophy of sustainability and prudence. Welcoming the masses to celebrate the many cultures, indigenous and historic, that comprise Northern Nevada, while encouraging respect for the diversity of individuals, as well as landmarks, cultural artistry, and sacred grounds. These are the challenges that lie before us.

My promise is to keep the RSCVA on a path that protects the future of travel in Reno, Sparks and North Lake Tahoe, while attracting new audiences and positively impacting the local business community, both big and small. Reno Tahoe is truly a place for all of us. I know we can succeed together.

Charlene Bybee  
Board Chair  
Reno-Sparks Convention and Visitors Authority

**MISSION**

**Attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities.**

**VALUES****Collaboration**

We seek out internal and external perspectives, emphasizing an inclusive approach.

**Integrity**

We always keep our word and do the right thing.

**Transparency**

We share information to create open and honest communication.

**Ambition**

We put in the hard work to enhance the quality of life for visitors and all Northern Nevada residents.

**People**

We invest in the diverse experience and expertise of individuals who positively impact the communities we serve.

**PURPOSE**

**Each year the RSCVA develops and publishes an integrated annual plan that outlines the goals, strategies and tactics that work in unison to deliver on our strategic vision. The individual strategies and tactics within the plan are measured, optimized, and reported to the Board of Directors and Marketing Subcommittee on an ongoing basis.**



## STATE OF THE INDUSTRY

## Despite Barriers, Travel Craving Prevails

As people continue to navigate a post-pandemic world full of new challenges and opportunities, the need for travel is stronger than ever.

In a time of volatility and disruption, consumers are embracing intentionality and seeking positivity. According to Kantar U.S. Monitor research, 80% of Americans agree that, "Every day, it feels like there's something new to worry about in the world," leading consumers to seek experiences that will spark joy and reaffirm the positivity of humanity. They are also reevaluating their lives through the lens of intentionality, redesigning the fundamentals like spending habits, homes, jobs and organizations they engage with, seeking meaningful career options and conscious living choices that align with their values.

After many Americans reset their priorities and goals during the pandemic era, this new age of economic uncertainty has ushered in the New American Dream, where less importance is placed on luxury and status, and more placed on value, frugality and purpose. Research by Kantar U.S. Monitor has found that while 68% of Americans feel inflation is going to get worse before it gets better, three-fourths still feel they are in control of their financial future.

As a result, nearly 9 in 10 Americans have trips planned in 2023, according to Destination Analysts, and the average number of trips increased from 2.9 to 3.5 for this year. Still, travelers are bracing themselves for heightened costs and are taking proactive steps to ensure they can afford their trips. According to TripAdvisor, 95% of survey respondents say they would reduce spending in other categories to save for their next vacation. Research by Forbes found that 46% of travelers are likely to adjust their travel plans to stay within budget, including taking off-season trips, changing to a different destination, staying in less luxurious accommodations, taking road trips instead of flying, and taking shorter trips.

# 9/10

Americans have trips planned in 2023.  
— Destination Analysts

On average, American travelers say they have more than

# 15 days

devoted to travel this year.  
— Destination Analysts

# 95%

of travel respondents would decrease spend in other categories to save for their next vacation — Trip Advisor



According to Morning Consult, booking windows are starting to level out, with a majority of travelers booking 1-3 months from departure. Travelers say they will pay more for flexible airfare with free cancellation in light of the recent waves of flight delays and cancellations. According to Destination Analysts, when asked if travel overall had become more or less enjoyable, 25% say it's more enjoyable, however 34% say it is less enjoyable. Travelers cite the unreliability of air travel, poor behavior from other travelers, and a perceived decreased value for the money as reasons why. All of these indicators reinforce travelers' need for uplifting and positive moments while traveling.

Unrelenting negative headlines, draining daily demands, and consistent streams of content have Americans feeling overwhelmed and longing for ease, simplification and clarity. According to Destination Analysts, 67% of travelers say to "Escape the pressures of daily life" is one of the top drivers for travel, with this number rising to 73% among Gen X and Millennials. Initiatives like travel discounts and loyalty programs, flexible cancellation policies and more seamless and efficient travel experiences will help travelers feel more at ease.

As part of the heightened focus on intentionality, travelers are reevaluating how their travel budgets are spent to ensure their dollars are having a positive impact. According to Expedia, 6 in 10 consumers are interested in learning more about travel options that support local cultures and communities. While destinations have considered residents as stakeholders in the past, many are now highlighting residents as the spotlight of their messaging and a more central fixture of their goals. Sustainability is becoming less of a want and more of a need for today's travelers. According to McKinsey & Company, almost 4 in 10 travelers globally are now willing to pay at least 2% more for carbon-neutral tickets. As destinations become increasingly susceptible to overtourism, they must consider ways to overcome negative impacts, moving beyond sustainable practices to regenerative action.

Each new year since the start of the pandemic has brought new hope for living fully and making up lost time. Americans of all ages, but especially younger generations, are craving meaningful experiences that make them feel alive. According to Destination Analysts, nearly half of respondents (47%) say, "Living in the moment, carpe diem" is a key driver of travel. More than ever, travelers seek travel brands and destinations that invite them to seize the day.

Washoe County Health - Vellaborem. Tatisquiam, nos dempore dolupis imustiustia sintesse volo ilis sandam, secae dolo blab il ipsandae dolor-posae volore doluptatur ad eossere, culluptamet excerum qui doluptas expedit iorunt debitata sum nonse milias ut labor sunt et ex eum quat of-fictio imet pore modipsundi omnima saperiberum fugita pedio ommodi as arumqui nist que dolore, atur aboreicius simporporum facilia pratemo to te conse ped maxim as qui berro es estiusa mendae poria ea verciatium cupis as quia qui debis rem sime prat.

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**+0.5%**  
Taxable Room Revenue  
from FY 2021-2022

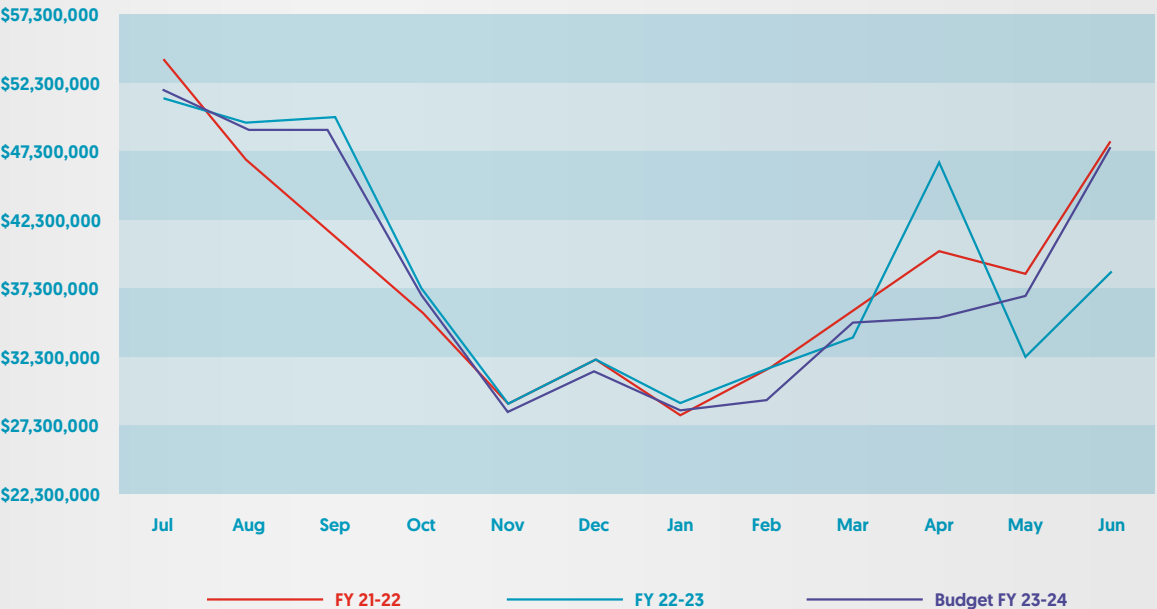
**-1.7%**  
Cash Occupied Room  
Nights from FY 2021-2022

**+1.2%**  
Average Cash Rates  
from FY 2021-2022

Taxable Room Revenue - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	\$53,830,709	\$50,830,556	\$51,028,119
August	\$46,261,278	\$49,044,007	\$48,251,741
September	\$40,952,127	\$49,751,325	\$48,741,753
October	\$35,235,666	\$37,486,639	\$36,575,061
November	\$28,705,559	\$28,637,389	\$27,999,686
December	\$32,088,533	\$32,190,186	\$31,413,781
January	\$27,867,470	\$29,109,550	\$28,582,594
February	\$31,286,558	\$31,993,453	\$29,308,864
March	\$35,421,808	\$33,923,740	\$34,532,574
April	\$39,677,765	\$46,149,904	\$35,305,576
May	\$38,117,814	\$32,060,018*	\$37,280,893
June	\$47,560,295	\$38,308,511*	\$47,495,170
Totals	\$457,010,853	\$459,485,278*	\$456,515,812

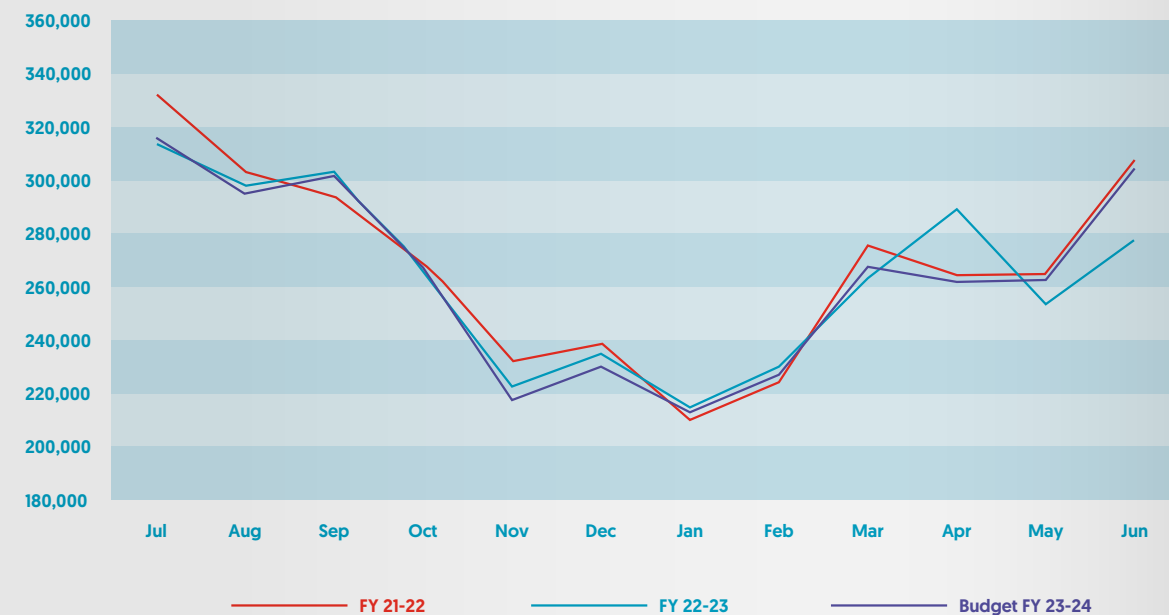
Taxable Room Revenue - All Market Segments



### Cash Occupied Room Nights - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	332,403	311,709	316,004
August	303,810	298,445	296,855
September	294,045	303,209	301,081
October	269,287	268,930	264,278
November	232,912	222,219	219,436
December	238,742	236,202	231,234
January	209,527	214,390	212,084
February	225,634	230,792	227,319
March	276,304	261,090	264,363
April	264,752	288,890	261,356
May	264,934	253,912*	262,441
June	308,490	278,560*	306,240
Totals	3,220,907	3,168,348*	\$3,162,691.00

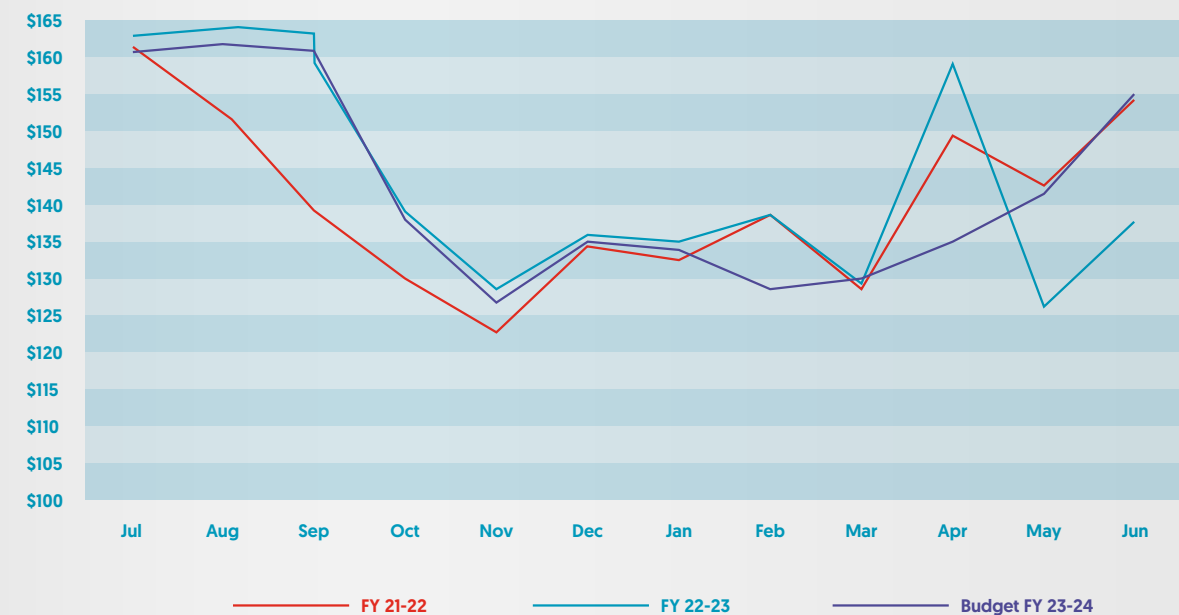
### Cash Occupied Room Nights - All Market Segments



### Average Daily Rate - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	\$161.94	\$163.07	\$161.48
August	\$152.27	\$164.33	\$162.54
September	\$139.27	\$164.08	\$161.89
October	\$130.85	\$139.39	\$138.40
November	\$123.25	\$128.87	\$127.60
December	\$134.41	\$136.28	\$135.85
January	\$133.00	\$135.78	\$134.77
February	\$138.66	\$138.62	\$128.93
March	\$128.20	\$129.93	\$130.63
April	\$149.87	\$159.75	\$135.09
May	\$143.88	\$126.26*	\$142.05
June	\$154.17	\$137.52*	\$155.09
Average	\$141.89	\$143.66*	\$143

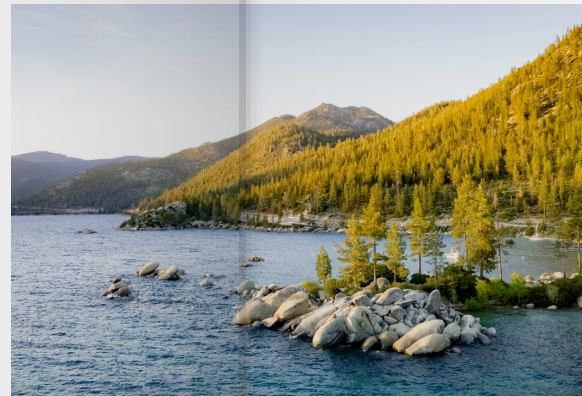
### Average Daily Rate - All Market Segments





## BACKGROUND

The RSCVA management team and Board of Directors completed a comprehensive DestinationNEXT assessment of Reno Tahoe's destination strengths and stakeholder alignment. From this process, a comprehensive three-year strategic plan was created outlining new organizational goals, actionable initiatives and specific tactics. The new plan acknowledges the evolving role of destination marketing and management organizations and supports the ongoing development of Washoe County and the State of Nevada as leading tourism destinations. Recognizing a shared vision for success that is embraced beyond tourism, the plan pushes for positive change and development that benefits all.



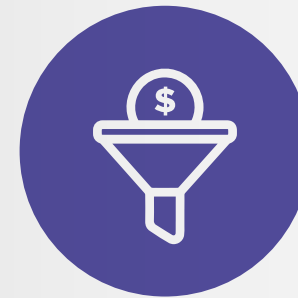
## Key focus areas of the strategic plan include:

- ✓ Establishing a unified, impactful brand for the destination. One that builds upon the current brand momentum and positioning
- ✓ Identifying and aligning marketing efforts toward the ideal customer base of the future
- ✓ Capitalizing on new markets of opportunity
- ✓ Leading a renaming and brand architecture exercise to address inconsistencies with nomenclature throughout the organization and its owned and managed facilities
- ✓ Developing a facilities management plan including improvements to the convention center district
- ✓ Promoting the redevelopment of downtown
- ✓ Reviewing board structure and governance along with organizational structure to address new goals
- ✓ Leveraging insights through the creation of a research and business intelligence unit
- ✓ Aligning sales strategies with key stakeholder priorities
- ✓ Improving resident and community support for the organization and its role in generating economic prosperity for the County and Cities through the tourism economy
- ✓ Supporting workforce development
- ✓ Working with the airport on expanding air service
- ✓ Identifying new and expanding existing events for Washoe County
- ✓ Developing a regional DMO network

Armed with this new strategic framework, the 23/24 Annual Marketing Plan sets in motion specific strategies and tactics aimed at advancing the outlined initiatives. Find a complete version of the Reno Tahoe Fiscal Year 22/23 – 24/25 Strategic Plan at [RSCVA.com](https://www.rscva.com)

**ANNUAL PLAN GOALS & KEY INITIATIVES**

**FY23/24 goals have been strategically bucketed into three pillars:**

**1**

**Sales &  
Marketing**

**2**

**Destination  
Management**

**3**

**Destination  
Alignment**





## SALES &amp; MARKETING

More of Reno Tahoe's target audiences are visiting as a result of a clear and unified brand that inspires visitors and partners.

## Core KPIs

\* **255,000**  
Convention Room Nights

\* **615,000,000**  
Paid Media Impressions

\* **296,000**  
Social Community

\* **35:1**  
Revenue to Ad Spend

\* **2,330,000**  
Website Users

\* **1.8 Billion**  
Earned Media reach

\* **\$500,000+**  
in Special Event Funding

\* **2,680,000**  
Web Sessions

\* **10**  
OTA/FIT programs and opportunities presented to hotels

\* **200,000**  
Partner Referrals

## Budget

\* **\$8,892,318**  
Sales

\* **\$13,157,828**  
Marketing

## Key Initiatives

## Group Sales

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

Communicate to the RSCVA Sales team each property's midweek and weekend group room night goal strategies

Measurable: Engage sales executives from major stakeholders, addressing evolving sales strategies

Measurable: Ongoing quarterly meetings to determine properties' midnight/weekend room night caps, arrival and departure patterns, and room block caps based on group demographics

Tourism Sales

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

Deploy Partnership Marketing program, targeting needs periods with key OTA, GDS, Receptives, Tour Operators and Airlines to prominently promote Reno Tahoe in the decision-making, planning and booking cycle

Measurable: Develop and present a minimum of 10 partnership marketing programs during the opportunity periods of September-December 2023, January-March 2024 and April-June 2024. Programming to include, but not limited to, Expedia, Priceline, Sabre, Hotelbeds, Pleasant Holidays, Booking.com, Suitness.com and SABRE

Refine multi-faceted sales platforms to include Travel Advisor Training, Communications, Sales Missions, FAMs, and Tradeshows

Measurable: Deploy a minimum of 12 monthly emails, and three or more live webinars to educate and encourage our national database of travel advisors, engaging Travel Nevada and/or Visit Las Vegas in regional sales missions, FAMs, tradeshows, and other partnerships

Implement programs utilizing actualized travel data, preparing prospecting reports for hotel partners, identifying true sellers of Reno Tahoe and supporting the improvement of partnership marketing programs

Measurable: Create biannual report, identifying group travel sellers of Washoe County and distribute to stakeholders for enhanced decision-making and collaboration



Organization & Destination Brand

Assess need to rebrand the organization so our community and clients are clear about who we are. Redefine the destination brand.

Audit, evaluate and establish clear name guidelines

Measurable: In collaboation with the new CEO, internal leadership team to audit, evaluate and establish clear name guidelines, regarding the Reno-Sparks Convention and Visitors Authority, RSCVA and Visit Reno Tahoe

Develop and deploy organizational brand, updating necessary documents, systems and collateral

Measurable: Deploy recognition campaigns and update messaging, collateral and signage

Communicate and collaborate with stakeholders, staff and community to unify organizational and destination brand

Measurable: Communicate updated messaging to staff and community



## Visitors

Identify, develop and serve the ideal customer base of the future so that we are attracting more affluent visitors who want to stay longer and visit more frequently.

Align vision with stakeholders to identify and develop the ideal future customer for leisure, sports, events, meetings and conventions, and travel trade

Measurable: Audit, analyze and update defining characteristics of future customers, and legacy guests

Execute and analyze Visitor Profile Studies, developing strategies to identify and target updated audience profiles within leisure, events, sports, meetings and conventions, and travel trade segments

Measurable: Field an annual, targeted Visitor Profile Study and execute marketing campaigns

Conduct effectiveness studies to refine our reach and messaging to new target audiences

Measurable: Audit, analyze, and update target audiences based on findings of targeted effectiveness study



## Events

Identify new, and evaluate opportunities to expand existing, annual events for Washoe County to generate additional room nights and economic impact.

Work with community partners to identify and vet new event opportunities

Measurable: Approve at least one “emerging” event for funding during each FY funding cycle

Identify resources needed to direct the new funding program and attract new events, and event producers, to Washoe County

Measurable: Review and refine Special Event Opportunity Fund



#### DESTINATION MANAGEMENT

Reno Tahoe's reputation as an excellent meetings and leisure destination is a result of more air service, a vibrant downtown, and dynamic convention experiences.

### Performance Goals

**\* \$5,752,320**  
Total Facility Operating Margin

**\* Facilities client satisfaction**

**\* Resident sentiment**

**\* +/- 5%\***  
Fiscal Year Budget  
\*With any approved augmentations

## Budget

**\* \$13,028,539**  
Facilities

## Key Initiatives

### Facilities Plan

Develop a long-term facilities plan so that RSCVA-managed facilities are efficiently operated.  
Complete Plan in FY23

Maintain facilities and equipment, promote long-term cost-savings and greatly improve the customer experience

Measurable: Achieve 75% of budget-approved improvement projects in FY24, pending vendor, supply chain, labor issues, etc.

Implement training schedules and procedures in an effort to promote staff safety, facility efficiency and the lifespan and durability of equipment and capital improvements

Measurable: Conduct a minimum of two training sessions related to equipment operations, maintenance, and safety, such as high-lift training and fall protection





## Air Service

Work with RTAA to maintain and expand year-round air service so that visiting and holding meetings in Reno Tahoe is easy and convenient

Maintain and expand air service through sales, tourism, and media promotions

Measurable: Allocate certain expenditures for air service marketing, media, and education initiatives, including promotions to acquire, expand or maintain flights targeting airline education and long haul service to the Air Service Fund

Take an active approach to airline relations, and a leading role in the advancement of RASC

Measurable: Maintain RASC affiliation

Encourage and assist airlines in their efforts to increase service and enhance destination partnerships

Measurable: Lead or assist in at least five marketing and/or air service partnerships with various airlines, or nonstop partner destinations, servicing Reno-Tahoe International Airport

## Downtown

Encourage the redevelopment of downtown so that the visitor experience includes a walkable, vibrant downtown

Establish or give greater support to a Downtown Reno taskforce to continually identify and aggregate potential funding sources for redevelopment

Measurable: Continue to provide input on the City of Reno Placemaking Study

Measurable: Focus CAB content and input on the revitalization of downtown

Collaborate with City/County governments to establish short-term beautification, placemaking and security initiatives

Measurable: Collaborate with Downtown Reno Partnership on efforts to bring more locals and visitors to new and emerging events in the downtown core



## Convention Center District

Encourage improvements to the Convention Center District so that it meets attendee expectations for walkability, dining and shopping

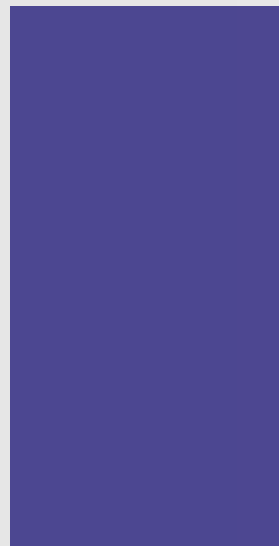
Commission a case study to identify and prioritize necessary development surrounding the Convention Center District

Measurable: Determine the appropriate team or partner to lead this initiative

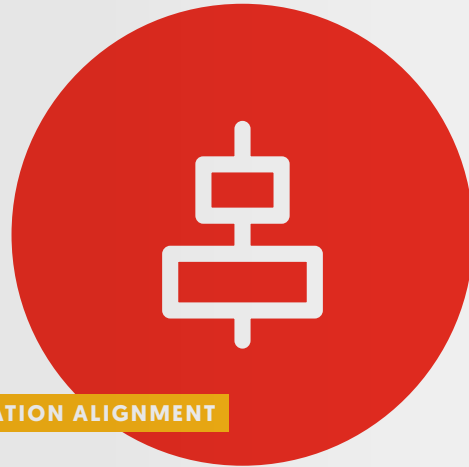
Measurable: Engage properties on thier input regarding necessary priorities surrounding the Convention Center District

Develop sales and marketing strategies to promote the development of the district

Measurable: Work with the RSCVA Marketing team to determine the appropriate marketing strategies to promote the development of the Convention Center District







#### DESTINATION ALIGNMENT

The organization is seen as a leader driving the community's reputation as an in-demand destination with amazing assets and special events.

## Performance Goals

 **Up to \$1 Million**  
Capital Reserve

 **Up to \$2 Million**  
Rainy Day Fund

 **Up to 10% of Room Tax Collections**  
Annual Capital Funding

## Key Initiatives

### Community Engagement

Improve resident and community awareness of tourism and the organization so that residents understand our mission and are active ambassadors of tourism.

Audit and expand community outreach and engagement

Measurable: Identify additional individuals, businesses and program partners, curating new content and campaigns to promote destination development

Be active in the planning and promotion of community improvement initiatives, product development, and messaging related to goals identified by stakeholders, Washoe County, the City of Reno, the City of Sparks, Incline Village/Crystal Bay, Reno-Tahoe Airport Authority, Travel Nevada, RTC, NDOT, regional DMOs, and more

Measurable: Continue the planning, promotion and activation of the Lake Tahoe Stewardship Partnership and other community initiatives

Continue proactive storytelling, public relations and informational campaigns throughout the destination

Measurable: Secure a minimum of three positive local media placements for Reno Tahoe, its partners and/or clients

## DMO Network

Develop a regional DMO network to share information and strategies to strengthen the region's brand.

Administer regularly scheduled programming to enhance partnerships with Destination Marketing/Management Organizations

Measurable: Six presentations will be coordinated with Visit Fallon, Visit Carson Valley, Travel North Tahoe Nevada, Visit Lake Tahoe, Virginia City Tourism Commission, Travel Nevada, Visit Carson City, Fernley Convention and Tourism

Create Marketing Alliance Committee

Measurable: Meet with regional DMOs, organizing a minimum of three joint programs

Build stronger relationships and expedite information sharing to maximize Reno Tahoe's ability to reach a broader audience and increase visitation

Measurable: Develop "Bleisure" program targeting corporate travelers and convention attendees with pre-arrival awareness messaging to promote extended stays or return visits



## Organization Structure

Update the organization's structure to support new roles so that the organization is able to achieve its strategic initiatives and KPIs.

Review organizational chart to ensure staffing resources are appropriately allocated

Measurable: Develop a process for regularly reviewing and updating job descriptions and roles to ensure they remain accurate and relevant

Measurable: Review organizational charts on a monthly basis to ensure that they remain accurate and up-to-date, and make necessary revisions as changes occur within the organization

Establish a range of compensation levels for each position and classification

Measurable: Perform a review of all job descriptions for all roles within the organization to determine if the job descriptions accurately reflect the current responsibilities and requirements of each position

Audit and refine the performance review process, encouraging staff engagement, professional development and growth within the organization

Measurable: Improve and modernize the format for employee performance reviews, utilizing a review format that is effective and engaging for employees

Measurable: Provide training for managers and employees on how to prepare for and conduct effective performance reviews



## Board

Review Board structure and governance so that best practices align with the organizational goals.

Diversify Board with civic sector leaders outside of tourism and business events

Measurable: Engage a board of advisors from various sectors of local industry

## Research Unit

Create a research and business intelligence unit to provide key insights so that data is centralized, shared and utilized in making decisions

Hire staff to support development of a Business Intelligence unit

Measurable: Explore options for organizational business intelligence management, pending direction from new CEO

Ensure budget is sufficient to support new research efforts

Measurable: Audit, evaluate and establish level of investment in research opportunities

Communicate insights to the organization, community and DMO Network

Measurable: Share data insights with the organization, community and regional DMOs



## Financial

Policies are in place to ensure long term financial sustainability for the organization.

Strive toward an unassigned General Fund balance goal of 15-17% of expenditures, and maintain up to \$2M in the Rainy Day Fund

Measurable: Ensure balance aligns with Board policy

Dedicate up to 10% of annual room tax collections toward capital expenditures, and maintain a minimum of 1% of annual room tax collections as capital reserves up to \$1M

Measurable: Ensure capital reserves align with Board policy

Maintain appropriate allocations for existing Board initiatives, including: Up to \$1.5M for Air Service annually, up to \$1M for Special Event Funding annually

Measurable: FY 24 budget will include \$750K for Air Service and \$1M for Special Event Funding

# Board Members

Charlene Bybee, Chair

Hillary Schieve, Vice Chair

Stephen Ascuaga, Secretary/Treasurer

Alexis Hill, Board Member

Ann Silver, Board Member

Andy Chapman, Board Member

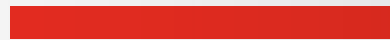
Shannon Keel, Board Member

Rick Murdock, Board Member

Jessica Sferrazza, Board Member







**ITEM F2**



June 14, 2023

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

RE: RTAA Submission for Trustee Appointment to the RSCVA Board

Dear Mr. Harris:

As you know, the Airport's current representative to the RSCVA Board is Jessica Sferrazza whose term will expire on June 30, 2023.

The Reno-Tahoe Airport Authority Board of Trustees took action at their meeting on June 8, 2023, and submits the following two RTAA Trustees for consideration of appointment by the RSCVA Board as the new air service representative: Mr. Adam Kramer and Mr. Richard Jay. The Trustees may be contacted by email as follows:

Adam Kramer [aokramer@mac.com](mailto:aokramer@mac.com)  
Richard Jay at [richardljayreno@gmail.com](mailto:richardljayreno@gmail.com)

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Daren Griffin", is placed below the word "Sincerely,".

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

cc: RTAA Trustees Kramer and Jay