

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY  
NOTICE OF PUBLIC MEETING**

**SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Friday, June 23, 2023, at 10:30 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  
Mr. Stephen Ascuaga  
Mr. Andy Chapman  
Ms. Shannon Keel

Commissioner Alexis Hill  
Mr. Rick Murdock  
Ms. Jessica Sferrazza  
Ms. Ann Silver

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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](http://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/>

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This meeting is being livestreamed and may be viewed by the public at the following link: [www.rscva.com/public-meetings](http://www.rscva.com/public-meetings)

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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.

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## **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. CONSENT AGENDA:**

**1. Approval of the Agenda of the June 23, 2023, Special Meeting of the Board of Directors**

For Possible Action

**2. Approval of the Minutes of the May 22, 2023, Special Meeting of the Board of Directors**

For Possible Action

**D. BOARD MATTERS**

**D1. Appointment of Interim President/CEO**

The RSCVA Board of Directors will discuss and may take action to appoint an Interim President/CEO from the following:

Charlene Bybee, Chair, RSCVA – Sparks City Council  
Christina Erny, Vice President of Marketing, RSCVA  
Courtney Jaeger, Vice President of Finance, RSCVA  
Trent LaFerriere, Vice President of Facilities, RSCVA  
Mike Larraguetta, Vice President of Sales, RSCVA

For Possible Action

**E. 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

**F. 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.

**G. 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



P.O. Box 837  
Reno, NV 89504 USA  
t: 775.827.7600  
[VisitRenoTahoe.com](http://VisitRenoTahoe.com)

**Reno-Sparks Convention & Visitors Authority  
Special Meeting held Monday, May 22, 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 Monday, May 22, 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  
Commissioner Alexis Hill, Board Member  
Stephen Ascuaga, RSCVA Board Member  
Andy Chapman, RSCVA Board Member **[via Zoom]**  
Shannon Keel, RSCVA Board Member **[via Zoom]**  
Rick Murdock, RSCVA Board Member **[via Zoom]**  
Ann Silver, RSCVA Board Member  
Jessica Sferrazza, RSCVA Board Member **[via Zoom]**

**Board Members Absent:**

Mayor Hillary Schieve, RSCVA Vice Chair

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**RSCVA Executive Staff Present:**

Charles Harris, President & CEO

**RSCVA Legal Counsel:**

Benjamin Kennedy, Dickson Wright  
Molly Rezac, Ogletree Deakins

**Board Clerk:**

Myrra Estrellado, Executive Systems and Sales Administrator

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

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

**C. BOARD MATTERS:**

**C1. Approval of the Agenda of the May 22, 2023, Special Meeting of the Board of Directors**

**Motion:** Move to approve the agenda of the May 22, 2023, meeting as presented.

**Moved by:** Board Member Silver

**Seconded by:** Board Member Ascuaga

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

**Nay:**

**Absent:** Board Members: Schieve

**Abstain:**

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

**C2. President/CEO Separation Agreement**

Chair Bybee said the RSCVA Board of Directors was being asked to review and possibly approve a separation agreement with President and CEO Charles Harris and authorize Chair Bybee to execute the agreement on behalf of the RSCVA. Mr. Ben Kennedy said Mr. Harris' contract would expire at the end of October 2023, should Mr. Harris decide to end his contract earlier, he must provide a 90-day notice. Mr. Harris approached the Chair to request leaving early, ending his contract on June 30, 2023, through the end of the fiscal year. At that point the employment contract would expire. The Board at either the July or August meeting, once the budget numbers are finalized, will evaluate the President and CEO goals and award a bonus accordingly.

Mr. Kennedy wanted to clarify that this agreement was not a buyout. The RSCVA would agree to pay Mr. Harris for work performed until the end of June 30, 2023, with no additional payment except for the FY23 bonus dependent on the metrics outlined in the FY23 goals. There was no severance being paid.

Chair Bybee called for any questions, there were none.

**Motion:** Move to approve the separation agreement as presented and authorize the Chair to execute the agreement.

**Moved by:** Board Member Ascuaga

**Seconded by:** Board Member Silver

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

**Nay:**

**Absent:** Board Members: Schieve

**Abstain:**

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

Board Member Ascuaga thought it was a positive for everyone to waive the 90-day notice and appreciated Mr. Harris staying on board until the end of the fiscal year.

***D. COMMENTS FROM THE FLOOR BY THE PUBLIC***

Board Member Hill hoped another meeting could be scheduled to address appointing an Interim CEO. Chair Bybee said she would take that into consideration after talking to Legal Counsel.

***E. ADJOURNMENT***

Chair Bybee adjourned the meeting at 9:09 a.m.

The meeting may be viewed at: <https://www.youtube.com/live/b4DfaZt52Qc?feature=share>

**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.