

#### RENO-SPARKS CONVENTION AND VISITORS AUTHORITY NOTICE OF PUBLIC MEETING MEETING OF THE BOARD OF DIRECTORS Thursday, July 27, 2023, at 9:00 a.m. Reno-Sparks Convention and Visitors Authority 4065 S. Virginia Street, Board Room Reno, Nevada

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

Mayor Hillary Schieve Mr. Stephen Ascuaga Mr. Andy Chapman Mr. John East Commissioner Alexis Hill Mr. Richard Jay Mr. Rick Murdock

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

Evelyn Mount Northeast Community Center Reno Municipal Court Reno-Sparks Convention & Visitors Authority (RSCVA) Washoe County Administration Building RSCVA Website: www.rscva.com/public-meetings Reno City Hall Sparks City Hall McKinley Arts & Culture Center Washoe Co. Reno Downtown Library Online at http://notice.nv.gov/

This meeting is being livestreamed and may be viewed by the public at the following link: www.rscva.com/publicmeetings

Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board may combine two or more agenda items for consideration, may remove an item from the agenda, or may delay discussion relating to an item on the agenda at any time. Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Lisa Farmer, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7618.

#### AGENDA

#### A. <u>OPENING CEREMONIES</u>

Call to Order Pledge of Allegiance Roll Call

#### B. <u>COMMENTS FROM THE FLOOR BY THE PUBLIC</u>

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. APPOINTMENT OF BOARD MEMBER

#### C1. <u>RSCVA Board Appointment of the Reno + Sparks Chamber of Commerce Board of</u> <u>Director's Seat Pursuant to NRS 244A.601(1)(d)(3)</u>

The elected public official members of the Board of Directors will consider and may take action to appoint a representative to the RSCVA Board nominated by the Reno + Sparks Chamber of Commerce. The nominee's appointment will become effective immediately and will be for a two-year term. The Chamber has submitted the following names for consideration:

Mr. Edward Ableser

Mr. Mike Hix

For Possible Action

#### D. CONSENT AGENDA:

### 1. <u>Approval of the Agenda of the July 27, 2023, Regular Meeting of the Board of Directors</u>

For Possible Action

2. <u>Approval of the Minutes of the June 15, 2023, Regular Meeting of the Board of Directors</u>

For Possible Action

### 3. <u>Approval of the Minutes of the June 23, 2023, Special Meeting of the Board of Directors</u>

For Possible Action

#### 4. <u>Approval of the Property, Casualty, and Workers Compensation Insurance Policies</u> for Fiscal Year 2023-2024 and Related Coverage in an Amount not to Exceed \$780,616

For Possible Action

#### E. <u>EXECUTIVE UPDATES</u>

#### E1. Departmental Updates from Senior Staff

Members of the Senior Leadership Team (Mike Larragueta – Interim President/CEO and Sales; Courtney Jaeger – Finance; Christina Erny – Marketing; and Trent LaFerriere – Facilities) will deliver updates on current activities and initiatives.

Informational Only

#### F. BOARD MATTERS

#### F1. <u>Review, Discussion, and Possible Action to Approve and Award the Request for Proposal</u> 2023-ADMN01 for the Reno-Sparks Convention and Visitors Authority Executive Search <u>Firm</u>

RFP 2023-ADMN01 is for a professional service and as such is exempt from the competitive bidding requirement of NRS Chapter 332. The RSCVA Board of Directors will review, discuss, and possibly take action to select a search firm (DHR Global or Winners Partners) to conduct the RSCVA President/CEO search, and to provide further direction to staff regarding terms to be included in a final contract.

For Possible Action

#### F2. <u>Review, Discussion, and Possible Action to Approve of the Fiscal Year 2023-2024 Annual</u> <u>Business Plan</u>

The RSCVA Board of Directors is being asked to review, discuss, and possibly approve the Annual Business Plan, which will provide staff with specific direction, initiatives, and goals for Fiscal Year 2023-2024.

For Possible Action

#### F3. <u>Review, Discussion, and Possible Action Regarding Former RSCVA President and CEO Mr.</u> <u>Charles Harris' Goals and Objectives for FY 2022-2023</u>

The RSCVA Board of Directors will review, discuss, and may possibly take action to approve the payment of a bonus of up to \$111,998.70 to Mr. Charles Harris based on the achievement of the FY 2022-2023 CEO goals and objectives.

For Possible Action

#### G. 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

#### H. <u>COMMENTS FROM THE FLOOR BY THE PUBLIC</u>

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.

#### I. <u>ADJOURNMENT</u>

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

## chamberof commerce

4065 S. Virginia St., Ste. 101

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### **ITEM C1**

2023 Board of Directors	July 20, 2023
Dave Sinclair - Chair	Charlene Bybee, Chair Board of the Reno-Sparks Convention & Visitors Authority
Mike Hix - Chair Elect & Treasurer	4065 S. Virginia St. Suite 100
Melissa Davies - Past Chair	Reno, NV 89502
Kurt Mische - Member-at-Large	Dear Chair Bybee:
Eddie Ableser	The Board of the Reno + Sparks Chamber of Commerce is pleased to provide the names of two (2) individuals from our Board of Directors who have been recommended to fill the one (1) seat designated for the
Christie Asis	Chamber on the RSCVA Board.
Ryan Bellows	We are providing these names in order of preference:
Donald Carano II	1. Edward Ableser, CEO, Tri-Strategies
Cheraz Ecker	2. Mike Hix, Sr. Vice-President, Meadows Bank
Brent Farr	We are providing these names having verified that a "Conflict of Interest" form has been developed and will continue to be completed by each board member of the RSCVA in each year of his/her term of service.
Stewart Guthrie	The brief resumes of our two nominees are attached.
Suzanne Hendery	Thank you for this opportunity to have the Reno + Sparks Chamber of
Tina Iftiger	Commerce and its 2,000+ members represented on the RSCVA Board of Directors.
Ben McDonald	Please contact me if you have any questions or need additional
Greg Mosier	information.
Philip Ramirez	Regards,
Meredith Williams	MM
Ann Silver- CEO	Ann Silver Chief Executive Officer
	Cc: Dave Sinclair, Chair, Reno + Sparks Chamber of Commerce Board of Directors Ben Kennedy, Counsel to the RSCVA Board

### EDDIE ABLESER, PhD.

Eddie Ableser is the CEO of Tri-Strategies, a western states public affairs firm serving Nevada, Arizona, New Mexico, and Utah. Eddie and his wife Hilary, a Nevada native, moved their family of four to Reno, where he took the position as the inaugural Director of the Office for a Safe and Respectful Learning Environment, within the Nevada Department of Education. Eddie has also served the state of Nevada as the Administrator for the Division of Aging and Disability Services and Department of Health and Human Services.

Eddie Ableser grew up in Los Angeles, California, and attended high school in Ann Arbor, Michigan. He moved to Tempe, Arizona, in 1996 to attend Arizona State University, and holds a BA in Political Science, a BA in Chinese, a Masters in Counseling Psychology, and a PhD in Justice Studies.

During his time in Arizona, Eddie served for 10 years in both the State Senate and House of Representatives, as well as started his own counseling practice, Ableser Family Counseling.

### MICHAEL B. HIX

Mike is the Regional President for Meadows Bank in the northern Nevada area. A native Nevadan, Hix started his banking career in the Reno Sparks area over 40 years ago gaining banking and lending experience while helping our local businesses and individuals prosper and grow. He has served as a credit analyst, loan officer and branch administrator with other northern Nevada banking institutions prior to his promotion with Meadows Bank.

Mike has a bachelor's degree in finance from the University of Nevada, Reno and is also a graduate of the National Commercial Lending School at the University of Oklahoma and the Pacific Coast Banking School at the University of Washington.

Michael is an active community member, serving on various board including the Reno + Sparks Chamber of Commerce, Secret Witness, the University of Nevada Small Business Development Advisory Board, and the Rotary Club of Sparks. Hix is also a past board member of the Reno Sparks Convention and Visitor Authority. He dedicates his time to numerous other non-profit organizations and has been a youth soccer and basketball coach and has taught financial literacy to our local youth.



P.O. Box 837 Reno, NV 89504 USA t: 775.827.7600 VisitRenoTahoe.com

#### **ITEM D2**

#### Reno-Sparks Convention & Visitors Authority Meeting held Thursday, June 15, 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, June 15, 2023. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

#### A. <u>OPENING CEREMONIES</u>

#### 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 Sferrazza to lead the pledge.

#### A3. Roll Call

The Clerk of the Board took roll call.

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

**Board Members Absent:** 

Councilwoman Charlene Bybee, RSCVA Chair Mayor Hillary Schieve, RSCVA Vice Chair Commissioner Alexis Hill, Board Member **[via Zoom]** Stephen Ascuaga, RSCVA Board Member Andy Chapman, RSCVA Board Member Shannon Keel, RSCVA Board Member Rick Murdock, RSCVA Board Member Jessica Sferrazza, RSCVA Board Member Ann Silver, RSCVA Board Member **[arrived at 9:11 am]** 

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

Charles Harris, President and CEO Courtney Jaeger, Vice President, Finance **[via Zoom]** 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

Board Member Sferrazza congratulated Mayor Schieve on being named the President of the United States Conference of Mayors.

#### C. CONSENT AGENDA:

#### 1. <u>Approval of the Agenda of the June 15, 2023, Regular Meeting of the</u> <u>Board of Directors</u>

#### 2. <u>Approval of the Minutes of the May 25, 2023, Regular Meeting of the</u> <u>Board of Directors</u>

Motion: Move to approve the consent agenda as presented.

Moved by: Board Member Schieve

Seconded by: Board Member Murdock

<u>Aye</u>: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, and Schieve Nay:

Absent: Board Member Silver

#### Abstain:

Vote: Motion passed 8-0-1

#### D. EXECUTIVE UPDATES

#### D1. <u>Reno-Sparks Convention and Visitors Authority CEO Update</u>

President and CEO Charles Harris reviewed the CEO monthly report that was provided in the agenda packet. He opened his comments by thanking Board Members Keel, Sferrazza, and Silver for their dedication and time spent on the RSCVA Board of Directors.

Mr. Harris was pleased to report that Reno Tahoe was named one of the best Convention and Visitors Bureaus (CVB) / Destination Management Organizations (DMO) for the second year by Smart Meetings. This was a wonderful accomplishment and recognition of the great work being done by the RSCVA team.

Mr. Harris reviewed current national travel trends and shared current room tax collection statistics. Room tax collection was up over \$8M from the previous year. Mr. Harris shared some activities Reno Tahoe has participated in with community organizations. These would be shared in an inaugural Community Report being prepared by Ben McDonald, Senior Director of Communications and Public Affairs.

Mr. Harris reviewed the progress to meet the Sales Department goals. Most of the goals were exceeded, they had also generated 50% new clients. Marketing goals exceeded benchmarks as well for the year.

#### Board Member Silver arrived at 9:11 a.m.

Mr. Harris shared visitor data including origin markets and the overall economic impact for the last 90 days for the region. More information would be coming from the Marketing Department to report on the data collected by Destination Analysts.

Mr. Harris thanked the Board and Staff for the opportunity to represent Reno Tahoe for the last three years.

Board Member Ascuaga asked where the origination data came from. Mr. Harris replied that it was provided by Destination Analysts and Zartico. Board Member Sferrazza asked if there was a breakdown on the room tax revenue collection for gaming hotels versus non-gaming hotels. Vice President of Sales Mike Larraguetta said he recently asked for similar data to prepare for the track proposal presentation. Through April, the non-gaming hotel segment represented 30% of room tax revenues.

Mayor Schieve thanked Mr. Harris for his service and for getting the right people in place. She had great respect for Mr. Harris and his team. Chair Bybee also thanked Mr. Harris for his work during what was a challenging time during the pandemic and for assisting with the recovery post-pandemic. Chair Bybee also thanked the three Board Members who would be leaving the Board at the end of the month, Board Members Keel, Sferrazza, and Silver.

Chair Bybee asked to address Item F1 and Item F2 next.

#### E. BOARD MATTERS

- E1. <u>Review, Discussion and Possible Approval of the Acquisition of a Portable</u> <u>Indoor Track, Indoor Track Equipment and Portable Bleachers ("Indoor</u> <u>Portable Track Project"), and Related Potential Payment Options for the Indoor</u> <u>Portable Track Project</u>
  - a) Portable Indoor Track from Truckee Meadows Construction, Inc. in an amount not to exceed \$3,462,390.00;
  - b) b) Portable Bleachers from FSI/Flooring Solutions, Inc in an amount not to exceed \$1,208,630.42, through Sourcewell Contract #091719-HSC; and
  - c) Track Equipment from UCS Spirit in an amount not to exceed \$376,889.81, through GSA Contract #GSO-03F-0092V

#### This item was heard after Item F2.

Chair Bybee said she would open this item for input from the Finance Committee, followed by the presentation and then she would like to go around the table and hear from each of the Board Members.

Board Member Ascuaga, Chair of the RSCVA Finance and Facilities Committee, recapped that at the last regular Board meeting, this item heard, and then deferred to the Finance and Facilities Committee for more discussion. The Committee did meet and spent nearly two hours discussing the specifics. The Committee did make a motion to support the project. They thoroughly discussed room nights, the projections for the next five years, the fact that events would occur in the shoulder season. It was understood that the event would attract younger visitors, which could impact the stays at select hotels (chain hotels) versus venues that offer gaming. A lot of time was spent on the logistics of how the track would be installed, the training for set up and take down, transportation, and storage. Approval of this project would allow the area to host events every winter. There was significant discussion on how the payments, an initial \$1.8M in FY24, and a remaining payment of \$3.1M in FY25, would be made. The Committee did suggest utilizing monies in the Opportunity Fund as events from this proposal would generate additional room tax collection. There was also an aspect of community value including a partnership with the University of Nevada, Reno.

Board Member Sferrazza asked if the length of the storage agreement had been modified. Vice President of Sales Mike Larraguetta replied that it had been changed from five to ten years. Board Member Sferrazza fully supported the proposal as it hit many of the goals set by the RSCVA.

Board Member Chapman said use of the Opportunity Fund fit this project well. It would require dedication of monies from two funding cycles. He added that the Committee requested that funds for the FY25 payment come not just from the Opportunity Fund, but also funds taken from all departments so that the Capital Improvement Plan funds were not hit too hard.

Discussion followed regarding storage of the track when not being used. Vice President of Facilities Trent LaFerriere did not foresee any issues and that it was a good opportunity for branding for both Reno Tahoe and the University of Nevada, Reno.

Mayor Schieve too was fully supportive of the proposal; it was a major commitment from the RSCVA. Board Member Silver said she attended the Finance and Facilities Committee meeting as a member of the public. She thanked the Committee for taking a deep dive and asked really thoughtful questions.

Board Member Murdock too was supportive of the proposal and working with President Brian Sandoval, University of Nevada, Reno to bring new people to the area. It was encouraging to see that 30% of room tax collection was coming from the select hotels, this project would give them a little bit of a voice.

Mayor Schieve left at 9:47 a.m. She returned at 9:48 a.m.

Board Member Murdock continued that the track would also benefit the community and high school athletics. He added that the Finance and Facilities Committee went through the whole proposal line by line and found ways to finance the project not just by pulling from CIP projects, but from all departments.

Chair Bybee agreed and thanked Vice Presidents Larraguetta and Jaeger for their attention to detail and presenting information that addressed all aspects of the project. She thought use of the Opportunity Fund fit the criteria set forth previously and said the benefit was that this was not just a one time or annual event, it would be for a series of events. She really felt the Committee had done their due diligence and was confident in the return on investment was worth the initial cost.

Commissioner Hill thanked the Committee and staff for their work on the project. She thought this was just a start of opportunities for RSCVA to enter into partnerships that benefit the community. She was excited about cultivating new visitors to the area and thought there was huge potential for this project.

Board Member Ascuaga recognized Shelli Fine, Director of Sports Development, and her team for bringing this project forward. He asked if Vice President Jaeger could do a high-level overview of the project financing as discussed at the Committee level.

Vice President Jaeger summarized the financing plan. Several different options were presented to the Finance and Facilities Committee. The Committee unanimously recommended that the first payment of \$1.8M due in July 2023, be paid using a mix of funding. It would be put together using the Opportunity Fund (\$500,000) and reclassified funds from the approved capital budget. The second payment would be due in FY25, it would be made using a variety of funding. Staff would monitor incoming room tax. If there was an excess, all, or a portion of the amount over budget could be allocated for the track payment. The FY25 Opportunity Fund budget of \$500,000 would also be dedicated to making that payment. A portion of the FY25 Capital Improvement Plan (CIP) budget would be allocated, up to \$2M could be used without severely impacting the CIP. Staff are evaluating FY25 operating budgets and in preliminary discussions found areas in Marketing and Sales where reductions could be made in discretionary funds.

Vice President Larraguetta thanked the Finance and Facilities Committee for their support. This was a tremendous opportunity and a way to fill those select hotels during the off-season.

**Motion**: Move to approve the award of RFP 2023-OP01 to Truckee Meadows Construction Inc. in the amount of \$3,462,390 and approve the acquisition of portable bleachers from FSI/Flooring Solutions in an amount not to exceed \$1,208,630.42, and track equipment from UCS Spirit in an amount not to exceed \$376,889.81.

Moved by: Board Member Chapman

Seconded by: Board Member Silver

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **<u>Nay</u>**:

Absent:

#### Abstain:

Vote: Motion passed unanimously 9-0-0

#### E2. <u>Review, Discussion and Possible Approval of a Request for Sponsorship of the</u> <u>Incline Village Crystal Bay July 4<sup>th</sup> SkyShow Event</u>

Board Member Ascuaga said at the last meeting a request by the Incline Village Crystal July 4<sup>th</sup> SkyShow Event was deferred to the Finance and Facilities Committee. The Committee reviewed the request and recommended supporting the event with a \$20,000 sponsorship. Although the event did not meet the criteria of the Special Event Fund, it does meet the goals of the RSCVA, and the region is a major contributor to room tax collections. It also sends a positive message and supports the sustainability and environmental efforts at Lake Tahoe.

Board Member Murdock was supportive of the request and thought each entity should be receiving these funds. Board Member Silver agreed and hoped more organizations would move to the drone option. Board Member Sferrazza echoed the sentiment that other jurisdictions should be encouraged to apply for drone shows, especially with the threats tied to traditional fireworks such as wildfires. Chair Bybee agreed that it was the wave of the future and an opportunity for RSCVA to share the messaging of their commitment to sustainability and preserving Lake Tahoe.

Board Member Chapman thanked RSCVA staff for their participation in the Lake Tahoe Stewardship Council that promotes the preservation of the Lake and efforts to advance sustainability as outlined in the upcoming stewardship plan. He added that this event was more family oriented and included several different elements, it got people off the beaches.

**Motion**: Move to approve the \$20,000 sponsorship request from the Incline Village Crystal Bay July 4<sup>th</sup> SkyShow Event.

Moved by: Board Member Schieve

Seconded by: Board Member Hill

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **Nay**:

Absent:

#### Abstain:

Vote: Motion passed unanimously 9-0-0

Item E7 was addressed next.

#### E3. <u>Review, Discussion, and Possible Action Regarding Contract Extensions for BVK, Reno</u> <u>Tahoe's Agency of Record and Partner Agency for Paid Media</u>

This item was addressed after Item E7. Board Member Silver left the meeting at 10:48 a.m. She returned at 10:51 a.m.

**Motion**: Move to approve the authorization of the President and CEO to execute agreements with BVK for the extension of current contracts for Agency of Record (aka Integrated Marketing Agency) in an amount not to exceed \$340,000 and Paid Media in an amount not to exceed \$413,000 for a term not to exceed 12 months and inclusive of a 30-day cancellation clause

**Moved by**: Board Member Sferrazza **Seconded by**: Board Member Murdock

Discussion followed regarding the bid process for the Agency of Record and Paid Media. A decision had been made to pause the change of contract and not approve any bidders. This item was to extend the existing contract for BVK for one year and include a cancellation clause should a decision be made to resume the selection process.

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **<u>Nay</u>**:

### Absent:

Abstain:

Vote: Motion passed unanimously 9-0-0

#### E4. <u>Review, Discussion, and Possible Action to Approve Staff's Recommendation</u> to Award RFP# 2022-MKT02 for Website Search Engine Optimization

**Motion**: Move to approve the authorization of the President and CEO to execute agreements with KPS3 for the work described within RFP 2022-MKT02 for professional services related to website search engine optimization in an amount not to exceed \$120,000 and for a duration not to exceed 12 months.

Moved by: Board Member Sferrazza

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

#### E5. <u>Review, Discussion, and Possible Action to Approve Staff's Recommendation to</u> <u>Allocate Certain Expenditures for Air Service Marketing, Media, and Education</u> <u>Initiatives</u>

Mr. Ben Kennedy, Legal Counsel, said this item was take formal action to use air service funds to meet the goals of the Annual Plan. Through previous discussion and direction from the Board, the President and CEO has asked to use Air Service Funds on Marketing efforts that promote the Air Service goals outlined by the Board. This action would formalize the approval to use those funds as such.

Motion: Move to approve the allocation of expenditures to the Air Service Fund in FY23

for marketing and media initiatives to acquire, expand, or maintain flights targeting airline education, long haul service and JetBlue NYC flight, in an amount not to exceed \$600,000.

**Moved by**: Board Member Sferrazza **Seconded by**: Board Member Ascuaga

Mr. Kennedy clarified that during the Finance and Facilities Committee it was discussed that Marketing would bring a plan to the Board for future spending.

Aye: Board Members: Ascuaga, Bybee, Chapman, Keel, Murdock, Schieve, and Silver Nay: Absent: Hill Abstain:

Vote: Motion passed 8-0-1 Hill absent

#### E6. <u>Review, Discussion, and Possible Action to Approve of the Fiscal Year 2023-</u> 2024 Annual Business Plan

President and CEO Charles Harris said a draft of the FY24 Annual Plan had been provided for review. He asked that the Board take a look at it and bring back any items for discussion to the July Board meeting and finalize the plan. This was the second installment of a three year plan. Mr. Ben McDonald, Senior Director of Communications and Pubic Affairs, added that this draft was open for recommendations and suggestions. This plan would serve as the road map for Staff for FY24.

Mr. Harris added that this item was coming a little earlier this year. The Senior Staff has been asked to draft their goals, which should be in alignment with this plan. This item would be added to the agenda for the July Board meeting for approval.

#### Item G was heard next.

#### E7. <u>Review, Discussion, and Possible Action to (i) Authorize the Chair of the</u> <u>Board of Directors to Execute Documents and (ii) Provide Direction Regarding</u> <u>the Interim President/CEO</u>

#### This item was addressed after Item E2.

Mr. Ben Kennedy, Legal Counsel, said two things were being considered with this item. With Mr. Harris' departure, starting July 1, there was a need to have someone appointed with the authority to sign checks and execute documents, as necessary.

The Board was also being asked how they wanted to address the vacancy in the President/CEO position. This was just a discussion on how to proceed, it would not be an opportunity to discuss the merits of specific candidates for the position.

If specific people were to be discussed, they needed to be notified ahead of time per Open Meeting Law (OML) requirements.

Mayor Schieve thought it would be beneficial to have this discussion and bring it back to a special meeting to be able to discuss candidates for an interim appointment.

Board Member Chapman asked if the two items could be separated. Someone needed to approve to sign checks and execute documents in the absence of the President/CEO.

**Motion**: Move to appoint the Board Chair with signature authority until an interim or permanent person is named. (Signature authority of the President/CEO was needed for payments ranging from \$10,000 to \$100,000)

Moved by: Board Member Chapman

Seconded by: Board Member Schieve

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **<u>Nay</u>**:

Absent:

#### Abstain:

Vote: Motion passed unanimously 9-0-0

Board Member Chapman asked what the timeframe was for hiring a new President/CEO. He suggested the interim duties could be shared between the Board Chair and staff. Mr. Kennedy said the timeline was 6 to 9 months for a permanent replacement to be named. Board Member Sferrazza was supportive of a hybrid appointment of the Board Chair and Senior Staff working together. Mayor Schieve thought one person needed to be there in the building every day for day-to-day operations. Board Member Murdock suggested the Chair retain signature authority and a staff member be named to handle operations. Board Member Silver was very comfortable with the competency of the Senior Staff. She was in favor of using them as a group or selecting one individual to serve as interim.

President and CEO Charles Harris said all the Vice Presidents knew what they were doing. The Board has approved an annual plan and this team knows how to keep meeting the criteria in that plan. For consistency, he suggested appointing someone to sign checks, and letting the Senior Staff keep doing what they are doing.

Board Member Sferrazza recommended that Mr. Larraguetta be nominated as Interim President/CEO for discussion at a special meeting. Board Member Chapman suggested a collective leadership group, not just a single person.

Chair Bybee agreed. She had concerns about pulling staff away from their respective duties in their current roles. She thought there was a benefit to having a collective knowledge of the team. She added that she was not in favor of finding someone outside the organization to serve as an interim during the next six months. She planned to be onsite weekly and would be connecting with Staff on a regular basis.

Board Member Sferrazza thought it needed to be one person for staff to report to and communicate with the Board. Mayor Schieve agreed and said in the past when they tried to address a vacancy with Board Members it created some issues. Mr. Harris had done a good job of delegating high-level tasks to staff, and they were capable.

Board Member Ascuaga thought it was a good idea to have one person from the staff's standpoint. This would allow for standing meetings to touch bases with the Chair. If it was not working, then it could be revised.

Board Member Keel was confident in Senior Staff and asked Mr. Harris if a point person was needed. Mr. Harris said all the staff were talented and capable. Instead of appointing one internal person, he thought it was easier to have the Chair stand in and meet weekly with staff. He said he had talked to each of the staff members, and no one was particularly interested. Board Member Keel thought there was more risk in appointing an internal person, it could be difficult with potential conflicts of interest, and she did not want the appointment to affect their current job. Mr. Harris suggested meeting privately with Senior Staff and seeing if anyone is interested. Commissioner Hill was open to both models discussed. Should people be interested in the position, it can be addressed at the next meeting.

After more discussion, it was decided that anyone interested in being appointed as Interim President/CEO should contact Mr. Kennedy and the Board Chair. There was consensus from the Board that if an interim was to be appointed, it should be an internal person.

**Motion**: Move to direct Legal Counsel and the Chair to bring back an item to a special meeting to appoint an Interim President/CEO from potential internal candidates.

Moved by: Board Member Sferrazza

Seconded by: Board Member Silver

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

Absent:

#### Abstain:

Vote: Motion passed 8-1-0 Ascuaga opposed

#### Item E3 was addressed next.

#### F. <u>APPOINTMENT OF BOARD MEMBERS</u>

#### F1. <u>RSCVA Board Appointment of Reno Tahoe Airport Authority (RTAA) Board of</u> <u>Director's Seat Pursuant to NRS 244A.601(1)(d)(1):</u>

Richard Jay Adam Kramer

#### This item was heard after Item D.

Chair Bybee said she would like to nominate Mr. Adam Kramer to the Board. She thought he would bring entrepreneur business skills that would be beneficial to the Board.

Mayor Schieve said both candidates were amazing and capable, however she was concerned about Mr. Kramer's ability to commit time to the Board. She would like to recommend that Mr. Richard Jay be appointed.

Mr. Ben Kennedy, Legal Counsel, clarified that the RTAA seat being vacated by Ms. Sferrazza still had one year on the term. This appointment would be for one year to fulfill the balance of the RTAA term. Whoever was appointed would be eligible to serve two additional terms of their own, should RTAA want to keep them on the Board. The nominations can only be voted on by the elected officials, but the item was open to discussion by the entire Board.

Board Member Murdock said in the history of the Board, there had always been a representative from the banking industry. Thus, he felt that Mr. Jay was a good fit.

Board Member Sferrazza reiterated that both nominees were capable. She too had concerns about Mr. Kramer's availability as he was also Chair of the RTAA Board of Directors and was a member of the Renown Board of Directors.

Commissioner Hill asked to hear from the candidates.

Mr. Richard Jay gave a brief history of his time in the community and involvement with community organizations. He had been advocating for youth sports for many years and has been in contact with Reno Tahoe about the possibility of additional flat fields. He felt this was an area of untapped potential. He saw Reno Tahoe headed in a positive direction and he would like to see the momentum continue with more collaborations.

Motion: A motion to appoint Mr. Richard Jay to serve on the RSCVA Board of Directors.

Moved by: Board Member Schieve

Seconded by: Board Member Hill

Aye: Board Members: Bybee, Hill, and Schieve

Nay:

#### Absent:

#### Abstain:

Vote: Motion passed unanimously 3-0-0

#### F2. <u>RSCVA Board Appointment of the Nevada Resort Association (NRA) Board of Director's</u> <u>Seat Pursuant to NRS 244A.601(1)(d)(4)</u>

Matt Denning John East Mayor Schieve said both nominees were wonderful. She would like to nominate Mr. John East. Chair Bybee agreed and was supportive of the nomination of Mr. East. Both nominees represented J Resorts, which was great to have their participation. Historically there has not been a representative of the former Sands Hotel and Casino on the RSCVA Board. Board Member Ascuaga thought Mr. East was a great pick as J Resort (formerly the Sands) was making a big investment in the community, specifically in the downtown area. Commissioner Hill agreed that Mr. East would be a good fit for the Board.

Motion: Move to appoint Mr. John East to the RSCVA Board of Directors Moved by: Board Member Schieve Seconded by: Board Member Bybee Aye: Board Members: Bybee, Hill, and Schieve Nay: Absent: Absent: Abstain: Vote: Motion passed unanimously 3-0-0

Chair Bybee returned to Item E1.

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

#### This item was heard after Item E6.

Board Member Sferrazza announced that the new runway was open at the Reno Tahoe International Airport. She thanked Mr. Harris for his time with RSCVA and appreciated all the work he had done during his tenure.

#### H. COMMENTS FORM THE FLOOR BY THE PUBLIC

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

#### F. <u>ADJOURNMENT</u>

Chair Bybee adjourned the meeting at 11:07 am.

The meeting may be viewed at the following:

6/15/23 RSCVA BOD Mtg <u>www.youtube.com/live/mw-yxMojn g?feature=share</u>



P.O. Box 837 Reno, NV 89504 USA t: 775.827.7600 VisitRenoTahoe.com

#### **ITEM D3**

#### Reno-Sparks Convention & Visitors Authority Special Meeting held Friday, June 23, 2023, at 10:30 a.m. Reno-Sparks Convention and Visitors Authority 4065 S. Virginia Street, Board Room, Reno, Nevada

The Reno-Sparks Convention & Visitors Authority Board of Directors met at 10:30 am on Friday, June 23, 2023. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

#### A. <u>OPENING CEREMONIES</u>

#### A1. Call to Order

Chair Charlene Bybee called the meeting to order at 10:30 am.

#### A2. Pledge of Allegiance

Chair Bybee asked Mayor Schieve to lead the pledge.

#### A3. Roll Call

The Clerk of the Board took roll call.

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

**Board Members Absent:** 

Councilwoman Charlene Bybee, RSCVA Chair Mayor Hillary Schieve, RSCVA Vice 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 Jessica Sferrazza, RSCVA Board Member Ann Silver, RSCVA Board Member

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

Charles Harris, President and CEO [via Zoom] Courtney Jaeger, Vice President, Finance Trent LaFerriere, Vice President, Facilities Mike Larragueta, Vice President, Sales [via Zoom] Christina Erny, Vice President, Marketing **RSCVA Legal Counsel:** Benjamin Kennedy, Dickson Wright

#### Molly Rezac, Ogletree Deakins

#### **Board Clerk:**

Lisa Farmer, Executive Assistant to the President and CEO

#### B. <u>COMMENTS FROM THE FLOOR BY THE PUBLIC</u>

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

#### C. <u>CONSENT AGENDA:</u>

- 1. <u>Approval of the Agenda of the June 23, 2023, Special Meeting of the</u> <u>Board of Directors</u>
- 2. <u>Approval of the Minutes of the May 22, 2023, Regular Meeting of the</u> <u>Board of Directors</u>

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

Moved by: Board Member Schieve

**Seconded by**: Board Member Silver

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **<u>Nay</u>**:

Absent:

#### Abstain:

Vote: Motion passed unanimously 9-0-0

#### D. BOARD MATTERS

#### D1. <u>Appointment of Interim President/CEO</u>

Chair Bybee outlined how the discussion would proceed. She asked that each Board Member provide input regarding what they thought was important in an interim CEO, what the priorities are, whether a single person should be selected or fill the interim position with more than one person, and who the Board Member would recommend fill the temporary seat of the President/CEO. All of the members of the Senior Leadership Team and Chair Bybee were noticed that they could potentially be discussed during the deliberations, the list of options is as follows:

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

Board Member Sferrazza said it was important to know whether each of those individuals listed were interested in holding the position. Chair Bybee said she had talked to all the members of the leadership team, and they were all interested in having the position.

Chair Bybee said the intent of this discussion was to build consensus to find someone to fill the interim position to oversee day to day operations. The duties were discussed with Legal Counsel, and it was noted that no major policy, budget, or staffing decisions. Any larger decisions would come back to the Board through the Chair.

Board Member Murdock shared that he saw RSCVA as an advertising company, the job of the organization was to get heads in beds. Driving that mission is big conventions and special events. He would like to keep it simple. He liked the idea of the Chair approving checks or items stemming from day-to-day operations. However there needed to be one person to lead the VPs and run the organization. He recommended Mr. Mike Larraguetta as he was a veteran employee with a lot of experience. He could act as the voice for the leadership team.

Board Member Sferrazza agreed it was important to have oversight by the Chair. She was supportive of the Chair retaining signature authority and agreed that Mr. Larraguetta would be a good person to fill the interim position. She felt he was well versed in many different areas and supportive of him being named to the position.

Board Member Ascuaga said he felt any one of the senior staff are capable. They all have their strengths; however, he would recommend Ms. Courtney Jaeger as she oversees finance and room tax collections, therefore she understands the operations and could work hand in hand with the Chair.

Mayor Schieve said RSCVA was lucky to have this leadership team. They are all stellar VPs; they know their jobs and know what needs to be done. She did agree that there needed to be one consolidated voice. The team all got along well. She felt that Mr. Larraguetta had some very large projects over the last year, President and CEO Charles was comfortable delegating some hefty responsibilities to him and she felt he had done a good job managing the various contracts and assisting with events/conventions.

Board Member Keel said she wanted to make sure that whoever is named wants the position as well as that they will have the support of the other team members. The Board needed to try and make sure there were no conflicts of interest, so the oversight of the Chair was important. She thought Mr. Larraguetta's tenure with the organization and broad scope of responsibility were beneficial, however the potential for conflicts of interest is greater with the Sales Department, as opposed to the Finance Department. She was comfortable suggesting either Ms. Jaeger or Mr. Larraguetta.

Board Member Chapman said he reached out to the members of the leadership team. He suggested a co-interim appointment for the position. He agreed that they are all professionals and can lead their own departments effectively, but understood having four people working together in the position may be difficult. He suggested an appointment of the VPs for Finance and Sales working together as interim.

Board Member Silver said it was important to have one person to be held responsible for day-to-day operations. She suggested Mr. Larraguetta fill that role with his experience and for continuity and accountability.

Commissioner Hill supported Mr. Larraguetta and would like to make a motion after hearing from the last Board Member.

Chair Bybee appreciated the Board's input and the desire to appoint an internal Interim President/CEO. She had reached out to all the senior staff members and shared her expectations and involvement. She would be meeting with them weekly, same as Mr. Harris was doing. Chair Bybee would also be meeting with the next level of staff once a month in addition to senior staff. The interim position would be reporting to the Board via the Chair. Chair Bybee called for a motion.

**Motion**: Move to appoint Mr. Larraguetta as the Interim President/CEO.

Moved by: Board Member Hill

**Seconded by**: Board Member Silver

**<u>Aye</u>**: Board Members: Ascuaga, Bybee, Chapman, Hill, Keel, Murdock, Schieve, and Silver **<u>Nay</u>**:

Absent:

Abstain:

Vote: Motion passed unanimously 9-0-0

#### E. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

Board Member Murdock asked that the person managing the bowlers and the sales staff out in the field be brought in so the Board can get an update and learn about what they are working on, what the future looks like, what's the economy, etc. Chair Bybee suggested it take place after the bowling tournament concludes. Board Member agreed and wanted an update on what was going on for future seasons, what was happening with all the RSCVA assets.

Board Member Sferrazza thanked the Board Members for their work. There had been some controversy and issues with the RSCVA in the past and it seems to be turning around. She congratulated Mr. Larraguetta and wished the Board luck in selecting a new CEO.

Board Member Silver said it was her last meeting as well. It was an honor to serve, and she wished everyone the best.

Board Member Keel said she would still be in contact with everyone, even though she would no longer be a Board Member, she planned to stay in close touch with staff and continue working closely together. Chair Bybee thanked the Board Members who contributed to the RSCVA. She appreciated the time, energy, and commitment to the organization. She also thanked President and CEO Charles Harris for his leadership and for teaching her so much when she joined the Board. She was thankful for his dedication and passion to this field; he was leaving the RSCVA in a better place than it was when he arrived.

Vice President of Sales, Mike Larraguetta, thanked everyone for their support and confidence in him to lead the organization while the Board looks for a new CEO. He looked forward to working with the entire Board and Senior Leadership Team and RSCVA staff to continue to do great things.

Mayor Schieve reiterated that the RSCVA is super fortunate to have the leadership team in place, the organization was in good hands. She hoped there were no hard feelings as they moved forward. She asked to hear from each of the leaders at each meeting, she wanted to hear more of their voices during the meetings and learn what they do. She said moving forward Art Jiminez needs to be at the table and should be a Vice President.

#### F. COMMENTS FORM THE FLOOR BY THE PUBLIC

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

#### G. ADJOURNMENT

Chair Bybee adjourned the meeting at 10:59am.

The meeting may be viewed at the following:

6/23/23 RSCVA BOD Mtg https://www.youtube.com/live/DDcOKpuEnF8?feature=share



**ITEM D4** 

To: RSCVA Board of Directors

From: Courtney Jaeger, CPA – Vice President of Finance, RSCVA Brandon Lewis – Vice President, USI Insurance Services

Date: July 28, 2023

Subject: Approval of the Property, Casualty, and Workers Compensation Insurance Policies for Fiscal Year 2023-2024 and related insurance coverage.

#### **Summary**

The Reno-Sparks Convention and Visitors Authority's general insurance policies are purchased yearly. The Authority's local service team with insurance broker, USI Insurance Services, negotiated renewal quotes for Fiscal Year 2023-2024.

Staff, working with USI, reviewed the insurance coverage programs for risk, cost, and best practices to verify the amounts and types of coverages to seek for the Authority.

The property and casualty insurance market continues to present challenges in 2023. Global insured catastrophic loss was estimated at \$140 billion in 2022, the fifth year that losses topped \$100 billion. The challenging market has led to loss of capacity. The excess liability market is particularly affected. In recent years, the reinsurance marketplace has been impacted by increased litigation, nuclear verdicts, defense costs, and frequency of global natural disasters.

US P&C insurers combined ratio of incurred losses and expenses as a proportion of earned premiums was expected to be around 115% in 2022, much higher than prior estimates of 97%.

According to a recent report from the Council of Insurance Agents & Brokers, "average annual commercial insurance premium increases accelerated to 8.8% during the first quarter of 2023". Property rate increases increased 20.4%. Rate increases, increased construction costs and liability settlements, have resulted in continued increases for insurance buyers.



#### Property Insurance Program

The RSCVA's property insurance program has been placed with the Alliant Property Insurance Program (APIP), the largest property placement in the world with nearly 9,000 members and \$450 billion in insured values. This program is marketed each year to obtain the most competitive terms and pricing from various insurance markets. Coverage includes property, boiler & machinery, earthquake, flood, mobile equipment, cyber and pollution. APIP provides broad coverage and services, including loss control and appraisal services. For this renewal, APIP quoted a premium rate increase of 24% for the expiring coverage. The proposed renewal includes a recommended increase in the RSCVA's aggregate earthquake coverage limit from \$10,000,000 to \$20,000,000, for an additional property premium of \$48,512.

#### Casualty Insurance Program

Travelers has provided automobile liability and physical damage, general liability, employment practices liability, public officials liability, excess/umbrella liability and workers compensation and employer's liability coverage for several years. Travelers has worked with the RSCVA to keep rates competitive and flexible. For example, Travelers adjusted their rating approach when operations were sub-contracted to provide premium savings. In 2020, Travelers reduced their renewal pricing with consideration for budget adjustments made during that challenging time.

In 2022, Travelers renewal quote contemplates the ending of the agreement with ASM Global with increases in exposures for the RSCVA. The 2023 renewal includes an overall liability program increase of 28.3%. This is primarily driven by increases in rated exposures, including budgeted expenditures, payroll, employee count and vehicles.

Following review of the RSCVA's current exposures, Travelers noted an ongoing contract with a youth sports provider at the RSCC. Due to the nature of that contract, the Travelers renewal quote excludes liability claims or suits arising from actual or alleged abuse. In response, the RSCVA has required and received evidence of this coverage from the youth sports provider, including RSCVA as an additional insured. Travelers is also willing to reconsider the exclusion on RSCVA's liability coverage once additional procedures are implemented during the fiscal year.

The recommended renewal option includes excess liability limit of \$10,000,000 with Travelers. A separate renewal option that included an additional excess liability limit of \$10,000,000 with Markel for an additional premium of \$52,500 was considered, but is not being recommended at this time.



Travelers also provided a renewal quote for a separate crime/employee theft policy, with an increase of \$319 over expiring. Great American provided a renewal quote for a comprehensive security program policy, including coverage for expenses the RSCVA may incur following an assault event as well as expenses that may be incurred to respond to a potential threat event.

Based on a thorough review and discussion of the quote options provided, staff recommends renewal with the current insurers. The current property insurance program maintains a lower earthquake deductible and provides an industry leading coverage form with significant enhancements for public entities.

A summary of the renewal coverage options can be found on the subsequent pages.

#### Fiscal Impact

Sufficient funds have been budgeted to cover the insurance premiums for Fiscal Year 2023-2024.

#### **Recommendation**

#### Recommended Motion

The Board moves to approve the RSCVA Fiscal Year 2023-2024 Property, Casualty, and Workers Compensation Insurance Policies related insurance coverage at an amount not to exceed \$780,616.



### **Reno-Sparks Convention & Visitors Authority**

### Fiscal Year 2023-2024 Property, Casualty and Workers' Compensation Insurance Renewal

Brandon Lewis, CPCU, ARM-P | Vice President Jennifer Fryer, CIC | Commercial Operations Manager – Nevada

USI Insurance Services LLC 5355 Kietzke Lane, Suite 101 Reno, NV 89511

Direct: (775) 335-2120 Fax: (610) 537-2335

www.usi.com

revised July 17, 2023

THE USI ONE ADVANTAGE®



Property, Casualty and Workers' Compensation Fiscal Year 2023-24 Marketing & Renewal Summary

### Exposure Summary:

Exposure	2022-2023	2023-2024	\$ Amount	% Change
Property - Total Insured Values (TIV)	\$210,901,198	\$226,168,199	\$15,267,001	+7%
Rated Budget/Expenditures* Budgeted Expenditures, less: Capital Improvements Debt Service	\$42,339,772	\$51,530,945	\$9,191,173	+22%
Rated Payroll	\$4,808,914	\$5,388,590	\$579,676	+12%
# of Employees	123	123	26	+20%
Vehicles	16	17	1	+6%
# of locations	6	6	-	-

\* The underwriter utilizes the prior year budgeted expenditures, less capital improvements and debt service, for the liability renewal rating.

### Marketing Summary

Insurer	Line(s) of Coverage	Response
APIP	Property, Boiler & Machinery	Quoted – Incumbent Program
Travelers	Package - Property, General Liability, Commercial Auto, Excess/Umbrella, Workers Compensation Public Entity Management Liability & Employment Practices & Crime	Quoted - Incumbent Program
Benchmark	Cyber Liability	Quoted – Incumbent Program
Great American	Assault Threat and Kidnap & Ransom	Quoted – Incumbent Program
Atlantic Specialty c/o Intact	Tenant User Liability Program / TULIP	Automatic renewal
Markel Insurance Company	Excess Liability	New coverage - declined

This proposal is merely a descriptive summary of coverage provided by the insurance companies being proposed and should be used for reference purposes only. This is a quotation of coverage only. It is not a binder. This proposal does not amend or alter the insurance contract. Please refer to the policy contract for specific terms, conditions, limitations, and exclusions. © 2023 USI Insurance Services LLC. All Rights Reserved.

#### **Reno-Sparks Convention & Visitors Authority**



Property, Casualty and Workers' Compensation Fiscal Year 2023-24 Marketing & Renewal Summary

Coverage	Renewal Term Proposed Carriers	<u>Renewal Term</u> Limits (Deductibles)**	Expiring Premium	Renewal Premium	\$ Change	% Change
Property, Boiler & Machinery, Mobile Equipment & Flood	Alliant Property Insurance Program (APIP)*	Each Occurrence: \$250,000,000 General Deductible: \$25,000 Business Income \$100,000,000 Extra Expense: \$50,000,000 Boiler & Machinery: \$100,000,000 (\$25k+) Earthquake Agg: see below Flood Agg: \$10,000,000 (\$100k) High Hazard Flood: Excluded Mobile Equipment: Replacement Cost (\$10k)	\$334,991	\$444,876	\$109,885	33%
Cyber Liability	Benchmark Ins. Co.*	General Limits: \$2,000,000 (\$25,000) Cyber Crime: \$250,000 (\$25,000)	\$9,293	\$12,557	\$3,264	35%
General Liability	Travelers Public Sector	\$1,000,000 / \$2,000,000 aggregate	\$64,785	\$86,735	\$21,950	34%
Public Officials' Liability	Travelers Public Sector	\$1,000,000 (\$25,000)	\$11,846	\$15,024	\$3,178	27%
<b>Employment Practices</b>	Travelers Public Sector	\$1,000,000 (\$25,000)	\$16,142	\$20,754	\$4,612	29%
Automobile Liability	Travelers Public Sector	\$1,000,000 per accident	\$21,826	\$26,194	\$4,368	20%
Umbrella/Excess Liability	Travelers Public Sector	\$10,000,000 occurrence & aggregate	\$41,830	\$56,796	\$14,966	36%
Workers Compensation	Travelers Public Sector	Statutory WC/ \$1,000,000 Employers Liab.	\$51,845	\$61,874	\$10,029	19%
Crime/Employee Theft	Travelers	\$500,000 (\$2,500)	\$2,994	\$3,174	\$180	6%
Assault/Threat Response	Great American	Assault Expense - \$500,000 Threat Response - \$100,000	\$3,170	\$4,120	\$950	30%
Tenant User Liability Program / TULIP	Atlantic Specialty	Each Occurrence: \$1,000,000 Third Party Property Damage: \$1,000,000 (\$1,000 deductible)	\$0 deposit	\$0 deposit	-	-
		Total Estimated Annual Cost	\$558,723	\$732,104	\$173,381	31%
Earthquake	APIP	EarthquakeAgg:\$20,000,000 <b>(\$100k)</b>	n/a	\$48,512	-	-
Total Estimated Annual Cost				\$780,616	\$221,893	40%

\*Property & Cyber - Coverage provided by non-admitted, surplus lines insurers. Premiums include surplus lines taxes and fees. \*\* Limits and deductibles are subject to policy terms, conditions and exclusions, sub-limits, and higher deductibles for specific risks. Pollution Liability not included above – currently written on a 3-year policy term ending 7/01/2025

This proposal is merely a descriptive summary of coverage provided by the insurance companies being proposed and should be used for reference purposes only. This is a quotation of coverage only. It is not a binder. This proposal does not amend or alter the insurance contract. Please refer to the policy contract for specific terms, conditions, limitations, and exclusions. © 2023 USI Insurance Services LLC. All Rights Reserved.



# DEPARTMENT UPDATES AND 2023 FISCAL YEAR RESULTS

### **BOARD OF DIRECTORS MEETING**

**JULY 2023** 



# FACILITIES



# **RENO-SPARKS CONVENTION CENTER**



## **AMR DOORS**

### HALL PAINT

**IN PROGRESS** 

## ROOFING

### PAVING







# **RENO EVENTS CENTER**

### COMPLETE

## **SUITE RENOVATIONS**

IN PROGRESS

### **ARENA LIGHTING**





# NATIONAL BOWLING STADIUM

COMPLETE

# **USBC TOURNAMENT**

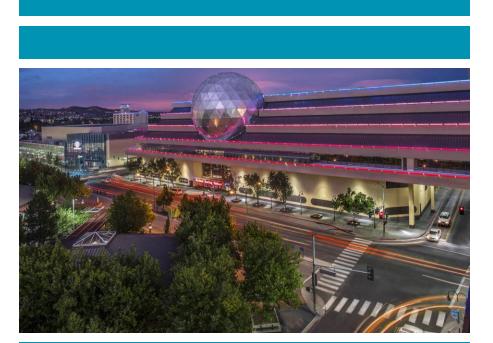
# **NEW PICKUP TRUCK**

**COMPLETE (CITY OF RENO)** 

**MURAL** 

IN PROGRESS (CITY OF RENO)

# **NEW FENCING**





# RENO-SPARKS LIVESTOCK EVENTS CENTER

### COMPLETE

## **NEW ARAMARK SIGNAGE**

## **GRANDSTAND 3 REPAINTING**

## **NEW PICKUP TRUCK**







# **TOURISM SALES**



# **TOURISM SALES - OVERVIEW**

**THIRD PARTY CHANNELS** 

**PARTNERSHIP MARKETING** 

**TRAVEL ADVISOR TRAINING** 

**SALES PLATFORMS** 

TRADESHOWS



## **TOURISM SALES - OVERVIEW**



priceline.com<sup>•</sup>

hotelbeds

### Pleasant Holidays,







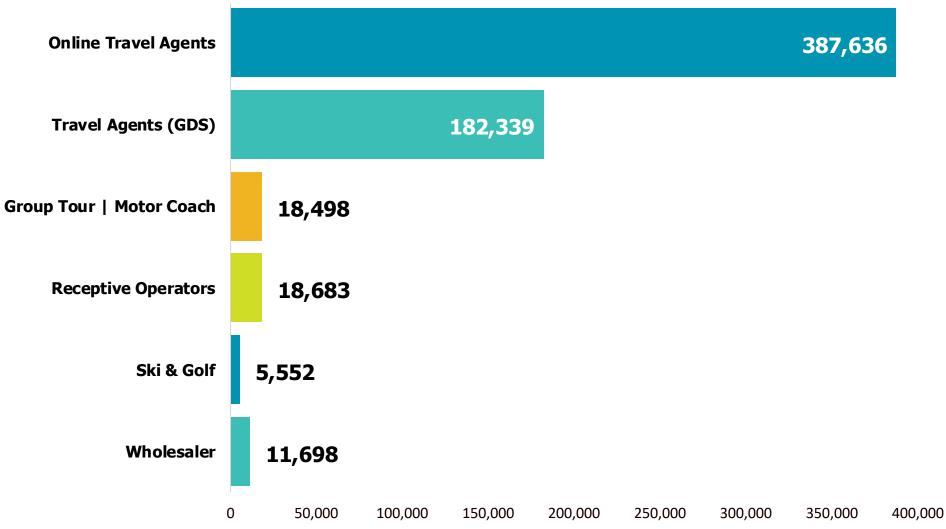






## **ROOM NIGHTS**

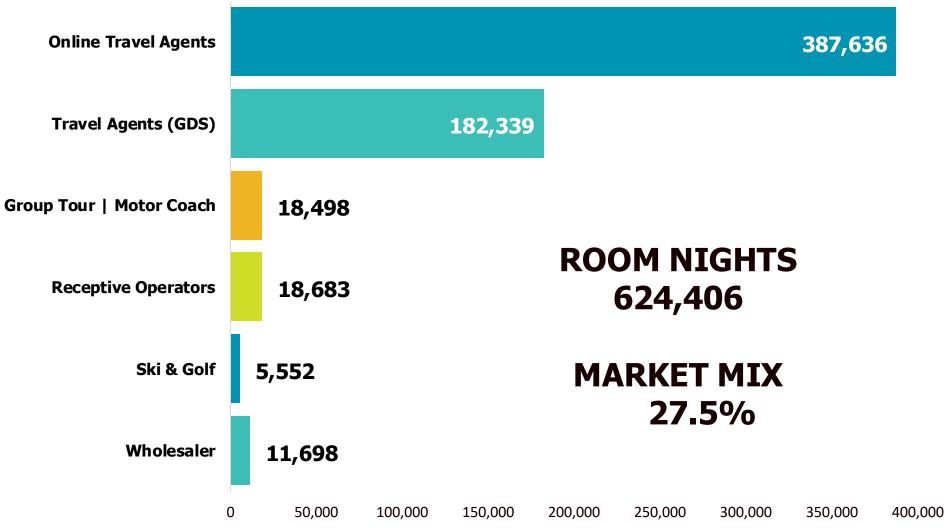
Tourism Production Report FY 23





## **ROOM NIGHTS**

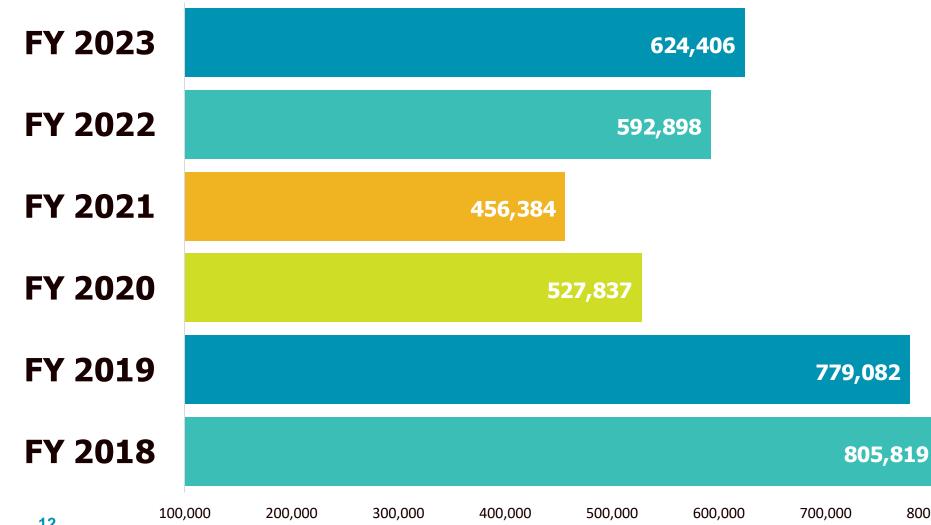
Tourism Production Report FY 23





## **ROOM NIGHTS**

Tourism Production Report FY 20 - 23 Consumed Room Nights - Year End





800,000

12

## **CONVENTION SALES**



### FY 23 GOALS

GROUP ROOM NIGHT PRODUCTION	249,101	
GROUP ROOM NIGHT GOAL	220,400	
GROUP ROOM NIGHT % OVER GOAL	113%	
<b>NEW GROUP BUSINESS %</b>	52% OF OUR FY22/23 BOOKINGS WERE NEW BUSINESS.	
GROUP LEAD TOTAL AND ROOM NIGHT TOTAL FROM LEADS	<b>ROOM NIGHTS: 763,347   LEADS: 643</b>	
FY 2021 / 2022		
GROUP LEAD TOTAL AND ROOM NIGHT TOTAL FROM LEADS	ROOM NIGHTS: 610,613   LEADS: 533	
FY 2018 / 2019		
GROUP LEAD TOTAL AND ROOM NIGHT TOTAL FROM LEADS	<b>ROOM NIGHTS: 958,466   LEADS: 739</b>	







**SHAUN TRACY** 

**TOTAL ROOM NIGHTS BOOKED** 

74,120

**TOTAL BOOKINGS** 

**54** 

**NEW BUSINESS** 

**85%** 

**Regional Director of Convention Sales** 

Start Date: June 19, 2017

**Territories**: Southeast

Based: Atlanta, GA



## **NEW SALES EMPLOYEES**



**CHRISTINA HENSHALL** 

Regional Director of Convention Sales Start Date: July 10, 2023

**Territories:** Northern CA/NV and Pacific Northwest



**MISTY SPARKS** 

Regional Director of Convention Sales

Start Date: July 31, 2023

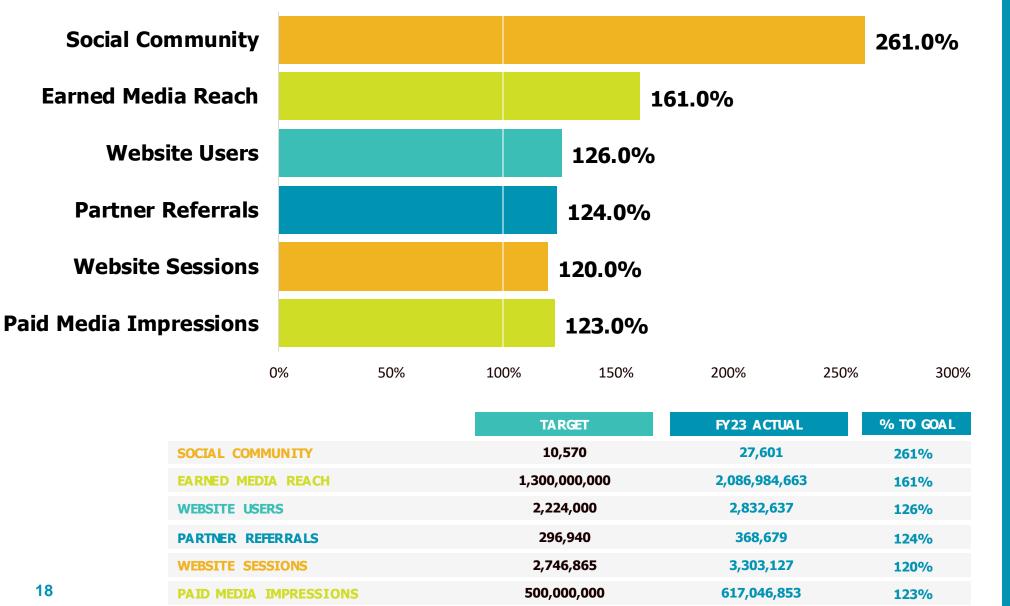
**Territories:** Midwest, Manitoba and Ontario



## MARKETING



### **MARKETING GOALS FY23**





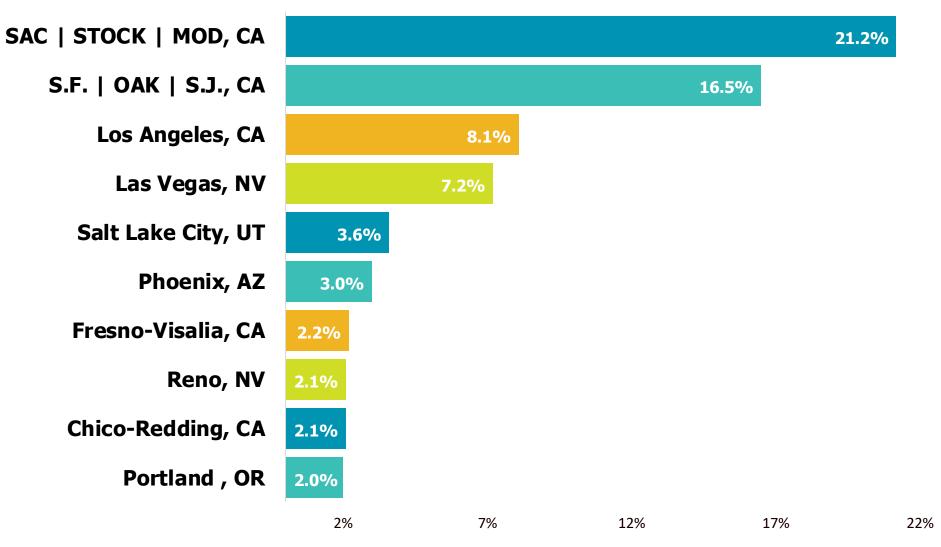
## **VISITOR PROFILE STUDY**

Utilizing the Key Findings from the Visitor Profile Report with Destination Analysts to create new strategies and focused efforts.





## **TOP DMAS FY23**





## **VENUE MARKETING**

**DEVELOPED BRAND STANDARDS** 

**NATIONAL BOWLING DAY – AUGUST 20** 

**DISCOVERY GUIDE** 

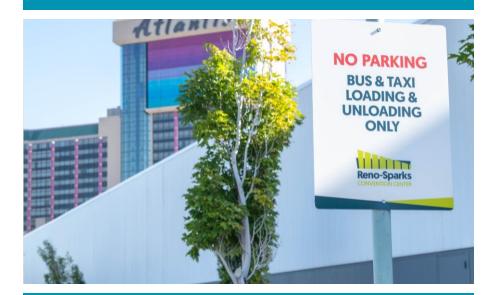
**NBS COMMEMORATIVE STICKERS** 

**REPLACED SIGNAGE** 

SOCIAL MEDIA STRATEGY

**COMMUNITY COLLABORATION AND CONTESTS** 

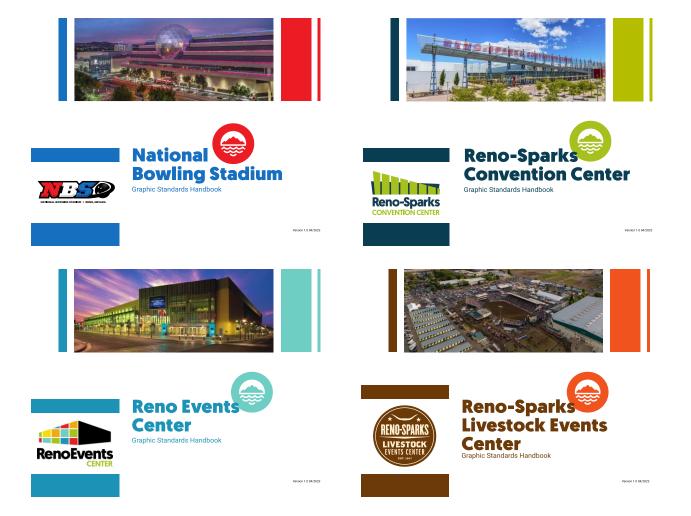






## **BRAND STANDARDS**

We developed new brand standards for the four Reno Tahoe managed venues: National Bowling Stadium, Reno Events Center, Reno-Sparks Convention Center, and Reno-Sparks Livestock Events Center.





## LEAVE NO TRACE PARTNERSHIP

Reno Tahoe partnered with Matador Network and Leave No Trace to produce destination stewardship videos supporting sustainable travel to the destination. The first 30-second video launched before Memorial Day and the final hero edit launched prior to the Fourth of July Weekend. The videos feature local nonprofits – Clean Up the Lake, Keep Truckee Meadows Beautiful and Friends of the Black Rock – to tell the story of how maintaining the health of our environment benefits both residents and visitors.





## **LEAVE NO TRACE VIDEO**

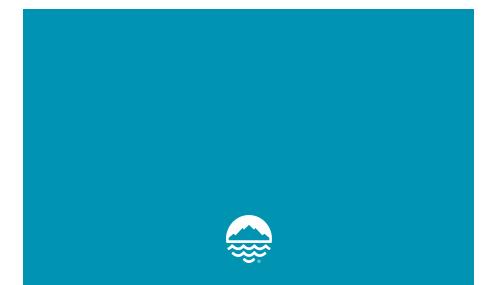




## COMMUNITY PARTNERSHIP PROGRAM

As part of our Leave No Trace licensing agreement, we can share the benefits of the partnership with community partners. We are developing a partnership program for local businesses that will support the message of the importance of responsible travel while also showcasing those businesses that align with the Leave No Trace principles.





## SOCIAL MEDIA

### **@RENOTAHOE TIKTOK CHANNEL HAS GROWN TO OVER 10,000 FOLLOWERS**

MATADOR NETWORK CONTENT CREATORS

**SPCA PARTNERSHIP** 

SOCIAL-FOCUSED EMAIL PROGRAM

**EVENT ACTIVATIONS** 

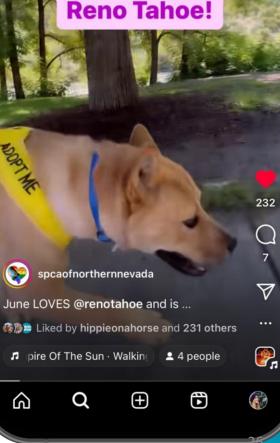




And she had so much exploring some dogfriendly places in **Reno Tahoe!** 



SPONSIBLE TRAVEL GOLF COURSES Hit the links at one of the many gol invite you to enjoy this beautiful ce we call home courses in Reno Tahoe ave No Trace >



## FINANCE



## **JUNE 2023 - ROOM TAX STATISTICS**

OCCUPIED ROOMS	JUNE 2023	JUNE 2022
Cash	326,069	308,445
Comp	82,378	70,125
28 Day	85,836	92,032
TOTAL OCCUPIED ROOMS	494,087	470,602

OCCUPIED ROOMS (CASH)	JUNE 2023	JUNE 2022
Hotels	268,004	250,108
Motels	17,797	23,019
28 Day Motels	4,635	4,913
R.V. Parks	11,436	11,527
Vacation Rentals	18,364	14,125
Timeshares	3,949	2,582
Home Owner Rentals	1,884	2,171
TOTAL OCCUPIED ROOMS (CASH)	326,069	308,445



## JUNE 2023 - ROOM TAX STATISTICS

	JUNE 2023	JUNE 2023
TAXABLE ROOM REVENUES	\$50,053,497	\$47,585,033
OCCUPIED ROOMS - CASH	326,069	308,445
AVERAGE RATE - CASH	\$153.51	\$154.27
OCCUPIED ROOMS	JUNE 2023	JUNE 2023
Cash	326,069	308,445
Comp	82,378	70,125
28 Day	85,836	92,032
TOTAL OCCUPIED ROOMS	494,087	470,602
	11 INE 2023	11INE 2023

% OF OCCUPANCY	JUNE 2023	<b>JUNE 2023</b>
Cash	48.9%	46.0%
Comp	12.4%	10.5%
28 Day	13.1%	13.7%
TOTAL OCCUPIED ROOMS	74.3%	70.2%

Note: These figures are preliminary.

## **JUNE 2023 - ROOM TAX STATISTICS**

	JUNE 2023	JUNE 2022
AVERAGE RATE - CASH	\$ 153.51	\$ 154.27

AVERAGE RATES (CASH)	JUNE 2023	JUNE 2022
Hotels	\$ 158.03	\$ 159.59
Motels	\$ 86.98	\$ 90.74
28 Day Motels	\$ 50.22	\$ 43.93
R.V. Parks	\$ 52.95	\$ 49.96
Vacation Rentals	\$ 247.05	\$ 269.50
Timeshares	\$ 75.34	\$ 111.99
Home Owner Rentals	\$ 255.36	\$ 319.70
TOTAL AVERAGE CASH RATE	\$153.51	\$ 154.27



## **FY 2023 ROOM TAX STATISTICS**

	FY 2023	FY 2022
TAXABLE ROOM REVENUES	\$478,349,320	\$457,035,590
OCCUPIED ROOMS - CASH	3,235,164	3,220,862
AVERAGE RATE - CASH	\$147.86	\$141.90
OCCUPIED ROOMS	FY 2023	FY 2022
Cash	3,235,164	3,220,862
Comp	817,585	778,943
28 Day	1,092,324	1,194,753
TOTAL OCCUPIED ROOMS	5,145,073	5,194,558

41.2%	40.6%
10.4%	9.8%
13.9%	15.1%
65.5%	65.5%
	13.9%



Note: These figures are preliminary.

### **FY 2023 ROOM TAX STATISTICS**

OCCUPIED ROOMS (CASH)	ACTUAL	PRIOR YEAR
Hotels	2,646,876	2,604,794
Motels	204,087	263,949
28 Day Motels	53,104	56,515
R.V. Parks	92,588	105,722
Vacation Rentals	194,019	152,126
Timeshares	34,902	25,849
Home Owner Rentals	9,588	11,907
TOTAL OCCUPIED (CASH)	3,235,164	3,220,862

% OF OCCUPANCY (CASH)	
Hotels	48.7%
Motels	48.8%
28 Day Motels	6.1%
R.V. Parks	17.9%
Vacation Rentals	49.3%
Timeshares	24.3%
Home Owner Rentals	13.6%
TOTAL OCCUPANCY % (CASH)	41.2%

AVERAGE RATES (CASH)		
Hotels	\$ 151.29	\$ 146.66
Motels	\$ 82.87	\$ 80.93
28 Day Motels	\$ 47.56	\$ 44.72
R.V. Parks	\$ 52.83	\$ 43.29
Vacation Rentals	\$ 242.29	\$ 256.55
Timeshares	\$ 103.30	\$ 130.63
Home Owner Rentals	\$ 309.23	\$ 347.82
TOTAL CASH AVERAGE RATE	\$147.86	\$ 141.90



Note: These figures are preliminary.

# TAXABLE REVENUE BY DISTRICT

	June 2023	June 2022
RENO B	\$23,720,174	\$22,729,488
RENO D	\$12,178,093	\$9,982,089
RENO E	\$1,350,900	\$1,158,568
TOTAL RENO	\$37,249,166	\$33,870,145
WASHOE A	\$121,392	\$104,625
WASHOE B	\$6,512,342	\$7,561,696
TOTAL WASHOE COUNTY	\$6,633,733	\$7,666,321
SPARKS	\$6,170,597	\$6,048,567
TOTAL TAXABLE REVENUE	\$50,053,497	\$47,585,033
Note: These figures are preliminary.		
SOCIAL COMMUNITY	10,570	
EARNED MEDIA REACH	1,300,000,000	
WEBSITE USERS	2,224,000	
PARTNER REFERRALS	296,940	
WEBSITE SESSIONS	2,746,865	
PAID MEDIA IMPRESSIONS	500,000,000	



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## **INFORMATION TECHNOLOGY**

Shift to a more "people centric" IT Department through the following initiatives:

### **HELP DESK IMPLEMENTATION**

36 unique tickets during the first 3 weeks of implementation

Increased efficiency of IT Staff and employees, through internal items being addressed quickly and efficiently

Still maintaining a personal touch and key interaction with employees

CUSTOMIZED USER EXPERIENCES AND FOCUSING ON A POSITIVE ONBOARDING EXPERIENCE

Giving new hires a choice on computer platforms



### **HUMAN RESOURCES – NEW HIRES**



**EDGAR ARELLANO** General Ledger Accountant



ZACHARY HATJAKES Facilities Audio Visual Technician



**CHRISTINA HENSHALL** Regional Director of Convention Sales



ADAM GREENFIELD Safety Manager



JOSIE HESTER Marketing Intern



SEAN MOREY IT Specialist



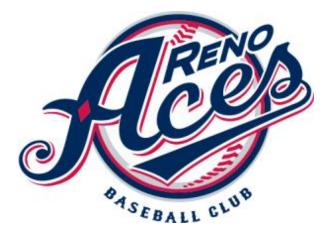
MISTY SPARKS Regional Director of Convention Sales

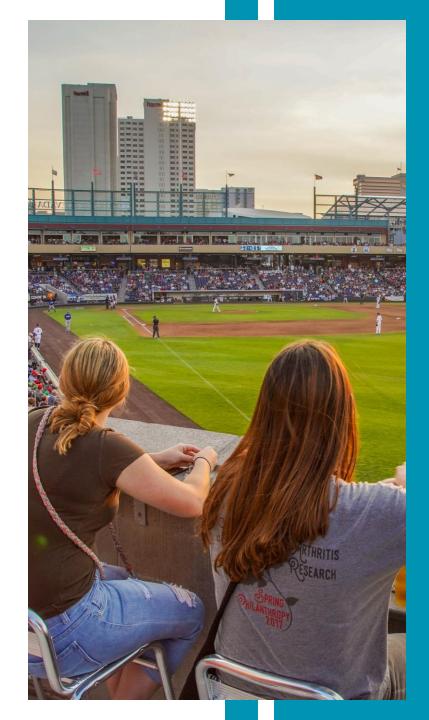


## HUMAN RESOURCES STAFF OUTING

Human Resources will be focusing on employee engagement during Fiscal Year 2023 - 2024

All-Staff Summer Outing to be held during August 2023 at Greater Nevada Field





## **EMERGING INITIATIVES**

**ESTABLISH EMPLOYEE RECOGNITION PLAN** 

IMPLEMENT EMPLOYEE ANNIVERSARY PROGRAM

**REFRESH BRANDING AT VENUES** 

**COMMUNITY ENGAGEMENT AND VOLUNTEER OPPORTUNITIES** 

**REGULAR DEPARTMENT UPDATES** 

**VENUE ACTIVATION PLAN** 

**PRE-CON MEETINGS FOR ALL EVENTS AT MANAGED VENUES** 

ADVERTISING, SPONSORSHIP, AND REC SUITE SALES PLAN

**BOARD MEMBER OPPORTUNITIES AT INDUSTRY AND CLIENT EVENTS** 





# **THANK YOU**





**ITEM F1** 

To: RSCVA Board of Directors

Cc: Charlene Bybee, RSCVA Board Chair

Date: May 25, 2023

Subject: Review presentations, Discussion, and Possible Action to approve and award the Request for Proposal 2023-ADMN01 for the Reno-Sparks Convention & Visitors Authority Executive Search Firm

### **Executive Summary**

The purpose of this agenda item is to hear presentations from selected firms from the solicitation of RFP 2023-ADMN01 Executive Search Firm.

### **Background**

Per the request of the Board, Staff solicited proposals from qualified firms for the services of Executive Search Firm to assist in the search effort for the selection of a President and Chief Executive Officer of the RSCVA.

On April 26, 2023, two proposals were submitted to the RSCVA from: Winner Partners and DHR Global. Staff evaluated the proposals and concluded that all the necessary requirements set forth in RFP 2023-ADMN01 were met by Winner Partners and DHR Global. Two responsive proposals were received and per the request of the Board, invitations for in-person or remote presentations were extended to both firms.



### The Reno-Sparks Convention & Visitors Authority is soliciting a Request for Proposals for an <u>Executive Search Firm</u>

### RFP 2023-ADMN01

Released by Jose Martinez, Director of Facilities Operations (Wednesday, April 12, 2023)

The Point of Contact is Jose Martinez, Director of Facilities Operations at <u>imartinez@renotahoeusa.com</u> (preferred) or call (775) 827-7768

All questions or additional information concerning the RFP document must be Submitted to the Point of Contact.

### SUBMISSION DEADLINE DATE/TIME: Wednesday, April 26, 2023, by 4:00PM PDT

Bidder Information					
Company Name:	DHR Global				
Contact Name:	Andrea Bricca				
Address: HQ	2: 71 S. Wacker, Suite 270	00			
City: Chicag	0	State: IL	Zip:60606		
Phone No+	1 725-201-7627	Fax No.			
E-Mail Address:	abricca@dhrglobal.	com			
Signature:	rdrea Bricca				
Print Name:	Andrea Bricca				

### RenoTahoe.

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#### PLEASE NOTE THAT THIS REQUEST FOR PROPOSALS IS FOR PROFESSIONAL SERVICES AND IS THEREFORE EXEMPT FROM COMPETITIVE BIDDING REQUIREMENTS SET FORTH IN THE NEVADA REVISED STATUTES ("NRS") CHAPTER 332, AS PROVIDED IN NRS 332.115(1)(b).

#### I. INTRODUCTION

The Reno-Sparks Convention and Visitors Authority (RSCVA) intends to retain the services of an Executive Search Firm ("Search Firm") to assist in the search efforts for the selection of a President and Chief Executive Officer of the RSCVA.

The RSCVA is a local government established by Nevada Revised Statutes and is the operating instrumentality in Washoe County, Nevada for promoting conventions, tourism, and recreation.

This RFP is being issued by the RSCVA Purchasing Division, which will coordinate the review of all submissions and make recommendations to the RSCVA Board of Directors.

The selection of the Search Firm will be made by the RSCVA Board of Directors on the basis of what is most advantageous to the RSCVA and will be considered a final decision. Once the final selection has been made, the Search Firm chosen will propose an agreement which will include but not be limited to the terms set forth in this RFP. The RSCVA and the Search Firm will negotiate and finalize all terms. If the RSCVA and the selected Search Firm have not executed a negotiated Agreement within fifteen (15) days after initial submission of the Agreement, the RSCVA may terminate negotiations with that Search Firm and may initiate negotiations with an alternate.

#### 1. <u>SCHEDULE</u>

Release Date	Wednesday, April 12, 2023
Question Submission	Monday, April 17, 2023, by 5:00PM PDT
Response to Questions Due	Wednesday, April 19, 2023, by 5:00PM PDT
Submission Deadline Date/Time	Wednesday, April 26, 2023, by 4:00PM PDT
Opening Date/Time	Thursday, April 27, 2023, at 2:00PM PDT
Contract Recommendations to Board of Directors	Thursday, May 25, 2023

#### 2. PREPARATIONS OF PROPOSALS

Respondent will examine all special instructions and terms and conditions of this RFP. Failure to do so will be at the respondent's risk.

- 2.1 Any irregularities or lack of clarity in this RFP should be brought to the attention of the Point of Contact for correction or clarification.
- 2.2 Any addenda to this RFP issued will forthwith become an integral part of this RFP. Respondent is required to acknowledge receipt of same by signing and returning the addenda in its response.
- 2.3 Respondent will furnish the required information typed or written in ink.



- 2.4 The person signing the Proposals must initial erasures or other changes in ink.
- 2.5 In the space provided, a duly authorized representative of the respondent will sign this RFP document. (Page # 1 Cover Sheet).
- 2.6 Respondent will proofread their Proposals carefully for errors.
- 2.7 In the event of a difference between written words and figures, the amount stated in written words will govern.
- 2.8 The RSCVA is not liable for any costs incurred by respondents prior to entering into the final agreement. Costs of developing the Proposals or any other such expenses incurred by the respondent in responding to this RFP, are entirely the responsibility of the respondent, and shall not be reimbursed in any manner by the RSCVA.
- 2.9 Any information deemed confidential or proprietary should be clearly identified by the Respondent as such. It may then be protected and treated with confidentiality only to the extent permitted by state law. Otherwise, the information shall be considered a public record. Information or data submitted with a response will not be returned.

### 3. SUBMISSION OF PROPOSALS

Respondent will submit its response to this RFP on the letterhead of its company, respondent establishment, corporation, etc. attached to the RFP 2023-ADMN01 document. Respondent will sign and return a copy of the ENTIRE RFP DOCUMENT marked as ORIGINAL, with one (1) duplicate hardcopy and one (1) digital copy on a flash drive, together with any addenda, in a sealed envelope to:

RSCVA Purchasing Department Attn: Jose Martinez 4590 South Virginia Street Reno, NV 89502

### *Response envelope must indicate name and address of respondent, RFP number, and Submission Deadline Date.*

The RSCVA assumes no responsibility for errant or failed delivery of responses. Nothing herein restricts the RSCVA's ability to consider any and all responses to this RFP, and to the extent that an untimely response to this RFP is considered, it will be done at the sole discretion of the RSCVA.

Any irregularities or lack of clarity in this RFP should be brought to the attention of the Point of Contact prior to or on the date for Written Questions set forth in this Section for correction or clarification.

### 4. OPEN MEETING LAW

NRS 241 provides that public business will be conducted in an open meeting.

### 5. <u>QUESTIONS/CLARIFICATIONS</u>

If any questions or responses require revision to this RFP, such revisions will be by formal amendment only. Any oral or written representations made by anyone at the RSCVA that appear



to materially change any portion of this RFP will not be relied upon unless subsequently ratified by written amendment to this RFP issued by the RSCVA Purchasing Division. For determination as

to whether any representation made requires that amendment be issued, please contact the Point of Contact.

### 6. <u>RSCVA NON-DISCRIMINATION POLICY</u>

It is the policy of the RSCVA that Minority and Women Business Enterprises shall have equal opportunity to participate in the performance of RSCVA contracts. Respondent firms shall not be discriminated against on the basis of race, color, national origin, gender, age, creed, religion, sexual orientation, gender identity or expression, or any other protected category in the award and performance of any contract entered into pursuant to this advertisement.

### 7. <u>RFP SUBMISSION CHECK LIST</u>

- Complete all information on the Cover Sheet (Page 1).
- Review and address all items in Section 8 (Evaluation of Proposals), including conflict of interest.
- Complete Section 9 (Disclosure of Principals).
- Complete Section 10 (References).
- Complete Section 11(Exceptions).
- Complete Section 12 (Insurance Requirement).
- Complete, Sign and Date Section 16 (Submission).
- Attach a proposal of services addressing needs identified in ATTACHMENT A

### 8. EVALUATION OF PROPOSALS

The RSCVA CEO Search Committee ("Committee") will review all submissions. From the submissions, at the discretion of the RSCVA Board of Directors, firms may be invited to present their proposals to the Committee, or alternatively, to the full RSCVA Board of Directors. Based upon those presentations, a selection by the RSCVA Board of Directors will be made. Possible areas of evaluation include but are not limited to:

- a. Firms should have a minimum of five (5) years of experience and a documented track record of successful placements of CEOs or other high-level executives. Further, responding firms should discuss their methodology for successful placements.
- b. Responding Search Firms should demonstrate that qualified staff is present to perform/assist in the search. Responding firms should identify key staff for the President/CEO search, indicate who will be the main point of contact for the President/CEO search, and provide appropriate biographies for such individuals.
- c. Search Firms should discuss their proposed processes for locating qualified candidates, developing the evaluation criteria, and selecting qualified candidates. Firms should also describe what they believe the key characteristics are for the next RSCVA President and CEO.
- d. Search Firms should describe the methods that will be used to identify the skill sets, personality traits, and management style of the next President/CEO. Search firms should also describe their background check process.
- e. Search Firms should describe all fees to be charged, including any terms for refund if the chosen candidate does not successfully complete a reasonable term of employment. Further, proposed fees or refund in the event the RSCVA, its Board Members or staff locate the chosen candidate.



f. Search Firms must indicate any potential conflicts of interest in providing the services for the RSCVA.



#### 9. <u>DISCLOSURE OF PRINCIPALS – NAMES OF OFFICERS OR OWNERS OF CONCERN,</u> <u>PARTNERSHIP, ETC.</u>

NAME	David Hoffma	nn		_OFFICIAL CAPACITY	Chairman/Founder
STREET	ADDRESS	71 S. Wac	ker, Suite 2700		
CITY, ST	ATE AND ZIP	CODE	Chicago, IL 60606		
NAME				_OFFICIAL CAPACITY	
STREET	ADDRESS				
CITY, ST	ATE AND ZIP	CODE			
NAME				_OFFICIAL CAPACITY	
STREET	ADDRESS				
CITY, ST	ATE AND ZIP	CODE			
NAME				_OFFICIAL CAPACITY	
STREET	ADDRESS				
CITY, ST	ATE AND ZIP	CODE			

If further space is required, please attach additional sheet(s).



#### 10. <u>REFERENCES</u>

## \*Please let us know if and when you plan to contact references as we would request the ability to give each the courtesy of letting them know to expect an outreach.

(Must be verifiable)				
References must be companies or associations contracted within the last three years for executive level searches.				
Company Name: XPO Contact: Megan Staunton				
Address: Greenwich, CT Phone: 203-556-5001				
E-mail: megfeltonstaunton@gmail.com				
Company Name: Side, Inc. Contact: Melissa Whitney				
Address: San Francisco, CA Phone: 415-457-3200				
E-mail:mwhitney@sidebysideyouth.org				
Company Name: Baha Mar Contact: Mark Dunn				
Address: The Bahamas Phone: 242-424-0950				
E-mail: mark.dunn@bahamar.com				
Company Name: Catholic Charities Contact: Tom Arata				
Address: St Paul, MN Phone: 651-795-5713				
E-mail: tom.arata@ecolab.com				
Company Name: DHR Global Contact: Christopher Knipp				
Address: Dallas, TX Phone: 469-208-7186				
E-mail:cknipp@dhrglobal.com				



#### 11. EXCEPTIONS

Does the respondent take exception to any of the terms and conditions of this RFP and attachment thereto?

Yes<u>X</u>No

If yes, please indicate the specific nature of the exception or clarification in the space provided below. Attach additional sheet(s) if necessary.

Please refer to section V regarding Internal Candidates and section VII Fee Structure / Provisions / Guarantee

In our process, it is important to partner with you and have all candidates screened through the process.

It is to your benefit that all candidates are seen on equal footing.



#### 12. INSURANCE REQUIREMENT

The agreement contemplated by this RFP requires that the successful firm maintain, during the continuance of the agreement, Workers' Compensation and Employer's Liability, General Liability and Automobile Liability, as described below against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the firm, its agents, representatives, employees or sub-respondents. At the time of execution of the agreement, successful firm agrees to furnish the RSCVA with a copy of respondent's Certificates of Insurance and a policy endorsement, or policy rider evidencing proof of coverage in accordance with the agreement. The cost of all such insurance shall be borne by the firm, and name the RSCVA as additionally insured in the amounts set as follows:

a. Commercial General Liability at least as broad as Insurance Services Office policy form CG 00 01 04/13, or equivalent, providing coverage on an occurrence form for Bodily Injury, Property Damage, Liquor Liability, Independent Proposers, Personal Injury, Broad Form Property Damage, Broad Form Contractual Liability and Medical Payments. The limits of liability shall not be less than Two Million Dollars (\$2,000,000) per occurrence, Four Million Dollars (\$4,000,000) general aggregate for both bodily injury and property damage.

The policy shall include the Authority and its agents, beneficiaries, partners, employees, the County of Washoe, and the Authority of Reno as additional insureds with coverage at least as broad as Insurance Services Office (ISO) endorsement form CG 20 26 04/16.

- b. Automobile Liability at least as broad as Insurance Services Office Business Auto Coverage Form CA 00 01 04/13, or equivalent, providing coverage for Bodily Injury and Property Damage resulting from the ownership, maintenance, or use of any auto, whether owned, rented or hired or non-owned. The limit of liability shall not less than One Million Dollars (\$1,000,000) combined single limit (CSL) for bodily injury and property damage.
- c. Workers' Compensation at least as broad as National Council on Compensation Insurance (NCCI) policy form WC 00 00 00 C 01/15, or equivalent, providing coverage meeting the requirements of the Workers' Compensation law of the State of Nevada. To the extent such waivers are obtainable from the insurance carriers, the policy shall include an endorsement waiving the insurance company's rights of subrogation against the Authority, its agents, beneficiaries, partners, employees, the County of Washoe, and Authority of Reno. This endorsement shall be at least as broad as National Council on Compensation Insurance (NCCI) Waiver of Our Right to Recover from Others Endorsement form WC 00 03 13 04/84.
- d. Property insurance on an All-Risk or Special Form providing coverage for personal property of the Bidder.
- e. The Proposer shall maintain crime insurance including coverage for the loss of money, securities, and other property by the Proposer's employees, sub-contractors or other parties with a limit not less than \$1,000,000 per occurrence. Coverage shall be endorsed to include coverage for loss of money, securities and other property in the care, custody or control of Proposer whether in transit or at a permanent or temporary premises.
- f. All such insurance maintained by the Bidder shall be: issued by insurance companies authorized to do insurance business in the State of Nevada, issued by insurance companies with current A.M. Best financial ratings of at least A X or better satisfactory in form and substance to Authority.



All insurance and bond shall provide that the policy shall not be cancelled, nor shall coverage be reduced thereunder until after thirty (30) days written notice to Authority at Reno-Sparks Convention & Visitors Authority, Post Office Box 837, Reno, Nevada 89504-0837.

The Bidder shall deposit each policy or a certificate thereof with Authority no less than thirty (30) days prior to the start of the agreement date.

#### Proof of Insurance to be provided upon Notification of Award

Agent: Lorenz Pestinger Phone: 312-782-1581



#### 13. **INDEMNIFICATION**

The final agreement shall provide that the successful respondent shall defend, indemnify and hold harmless the RSCVA, its directors, officers, agents and employees from and against any and all liabilities, damages, losses, claims, actions or proceedings, including, without limitation, reasonable attorneys' fees that are caused by the negligence, errors, omissions, recklessness or intentional misconduct of the successful respondent or its employees or agents in the performance of the agreement. The successful respondent shall use counsel reasonably acceptable to the RSCVA in carrying out the foregoing obligations. The indemnity provisions shall survive the expiration or earlier termination of the Agreement.

#### 14. ARBITRATION

All disputes under this RFP shall be submitted to binding arbitration in accordance with the procedures of the Commercial Rules of the American Arbitration Association and judgment of the arbitrator shall be binding as a final judgment and shall be entered by a court of competent jurisdiction. Such arbitration shall be conducted in Washoe County, Nevada. The procedures specified herein shall be the sole and exclusive procedure for resolution of disputes arising out of or relating to this RFP except those instances otherwise overseen by the governing law of the State of Nevada.

#### 15. <u>NON-DISCRIMINATION</u>

The firm, with regard to any work performed hereunder, shall not discriminate on the grounds of race, color, creed, religion, national origin, sex, sexual orientation, gender identity or expression, age, or any other characteristic protected by law, in the selection and retention of any employee or applicant for employment.

#### 16. SUBMISSION

In compliance with this RFP and subject to all Terms and Conditions thereof, the undersigned offers and agrees, if this proposal is accepted, to enter into negotiations with the RSCVA to provide the services as set forth herein.

Signature:	Andrea Bricca
Dated: 4/	25/2023
Print Name:	Andrea Bricca
Title:	Managing Partner



#### **ATTACHMENT A**

#### **Organization Overview**

The Reno-Sparks Convention and Visitors Authority (RSCVA) is a government agency in the Travel/Tourism industry. Established in 1959 as the Washoe County Fair and Recreation Board, the RSCVA acts as the sales and marketing organization for the county to promote convention, leisure and group tourism business. Unlike many convention and visitors bureaus across the country, the RSCVA owns and operates several facilities designed to attract out-of-town visitors. The RSCVA is guided by a nine-member policy board, consisting of elected officials and representatives from the local resort, air service and business communities, as well as Incline Village, Nevada.

#### **RSCVA's Vision**

The RSCVA's vision is to be the preferred outdoor, gaming and event destination.

#### RSCVA's Mission Statement

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

The RSCVA operates four local venues which host a variety of events: Reno-Sparks Convention Center, Reno Events Center, National Bowling Stadium, and Reno-Sparks Livestock Events Center.

#### **Scope of Services**

The RSCVA intends to retain a Search Firm to provide the following services<sup>1</sup>:

- Create a process and timeline for the hiring process. a.
- Facilitate and conduct focus groups and/or interviews with RSCVA staff, local stakeholders, and b. individual RSCVA Board members to seek input regarding the gualities and skills necessary for the President/CEO position.
- Advise on appropriate compensation ranges and benefit packages based on research. c.
- d. Review the existing position description and recommend changes as necessary.
- e. Identify and actively recruit candidates.
- f. Receive resumes from applicants to determine eligibility and suitability for the President/CEO position.
- Provide all qualified resumes to the RSCVA for review. g.
- h. Conduct preliminary interviews with candidates.
- i. Conduct reference and background checks on selected candidates.
- Advise/assist the RSCVA Board of Directors with conducting interviews, including creation of j. interview questions.

<sup>&</sup>lt;sup>1</sup> Any Agreement entered into by the RSCVA and the successful Executive Search Firm will provide that fees for location of a successful candidate will be waived and/or reduced if the RSCVA or one of its Board Members locates the gualified individual, and that individual is ultimately selected for the President/CEO position. Request for Proposal 2023-ADMN01



- k. Identify candidates for final interviews for the President/CEO position to be conducted at an open meeting of the Board of Directors.
- I. Attend final interviews; provide assistance and guidance to the RSCVA Board of Directors as necessary.

## Response to RFP 2023-ADMN01

Proposal for President / Chief Executive Officer

Presented to:

**Reno-Sparks Convention & Visitors Authority** 

Presented by: DHR Global



# RenoTahoe



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## I. Cover Letter

April 25, 2023

Jose Martinez Director of Facilities Operations RSCVA Purchasing Department 4590 South Virginia Street Reno, NV 89502

Dear Jose:

Thank you for the opportunity to share DHR Global's submission for the Reno-Sparks Convention & Visitor Authorities RFP. As Managing Partner of the Las Vegas Office and a member of the Hospitality Practice, Jessica asked me to take the lead should DHR be selected as your partner for this important search. Jessica and I collectively bring nearly 40 years of search experience, along with my prior search work with Reno based clients. Our colleague, Heather Smith, will be a valuable CEO Practice partner joining us along with our strong research and administrative associates. I am confident we would work well together with your team to bring an exceptional new leader to RSCVA.

DHR Global commits to providing all available resources in order to ensure a long-lasting and productive partnership. It is our pleasure to present the enclosed proposal, containing the highlights outlined below:

- Stakeholder Involvement: Our far-reaching experience has proven that we not only know what is happening, but we have a stake and a deep commitment to our clients. Our team approach is to partner with the Search Committee in all aspects of the search.
- Reporting and Communication: Our proprietary database allows for constant access to up-to-date search information, and our team prides itself on being in regular communication with our client.
- **Personal Service:** DHR is proud of providing a high-touch level of service, focused on quality, partner led engagements, often only found in small, boutique firms. DHR Partners are engaged in every step of the search process, sharing expertise and showing a commitment at the highest level.
- Guarantee: DHR believes in great work, and our guarantee ensures our clients' risk related to candidate longevity is mitigated.

It would be an honor to serve as your search partner and ambassador to the candidate marketplace. We welcome a collaborative partnership with RSCVA and will bring a solutions-based approach where quality, delivery, candidate experience and accountability are hallmarks of our relationship.

We stand ready to partner with RSCVA on this most important endeavor. Please let us know if you have any questions. We look forward to your feedback and continuing the conversation.

Best regards,

Andrea Bricca Managing Partner, Las Vegas Office, DHR Global





### II. About DHR Global DHR OVERVIEW HISTORY, SIZE & INDUSTRIES SERVED RELEVANT SEARCHES

Founded in 1989, DHR Global has grown to one of the largest retained executive search firms in the world. DHR has been conducting CEO search engagements, succession planning and other leadership searches since our inception 32 years ago. We are the sixth largest executive search firm based in the United States. Our success is based on the satisfaction of our clients and the contribution of our candidates to increase value. As a privately held firm, we work as the industry's only global platform with a boutique touch.

160+	<b>50+</b>	83%	<b>94</b> days
Global Partners	Offices around the globe	Repeat business	Average completion rate
99%	34%	42%	<b>49%</b>
of candidate slates presented to clients are diverse	of DHR Partners are diverse and have built relationships across diverse networks	of executives placed by DHR are women – which exceeds industry standards	of all searches were filled with diverse candidates in the last two years

DHR is recognized as a quality driven firm that exceeds expectations by actively partnering with its clients and consistently delivering results. We have forged strong and enduring partnerships with our clients by adding world class executives to their management teams. Our search consultants are knowledgeable and experienced with cutting edge industry and functional expertise. DHR's single worldwide P&L enables DHR to draw together its full resources effectively and efficiently to best support the requirements of each individual client.

Proud to be the sixth-largest executive search firm in the world, DHR's proprietary database includes 1.4M profiles of qualified executives. We are committed to recruiting the best talent and, as a major firm with a global boutique touch, DHR's infrastructure and collaborative culture provide clients with a range of resources that smaller, boutique firms cannot. DHR utilizes a proprietary technology that integrates project management and database functionality to support our search process and effectively provide our clients with top leadership. In addition, DHR has one of the highest researcher/consultant ratios in the industry, with no geographic restrictions, creating a global network of resources, contacts, and industry expertise.





#### INDUSTRIES SERVED BY DHR INCLUDE:

- Advanced Technology\*
- Business & Professional Services
- Consumer\*
- Education
- Financial Services & Fintech\*
- Healthcare
- Industrial\*
- Infrastructure & Energy Funds

- Life Science
- Media & Entertainment
- Nonprofit
- Private Equity
- Real Estate
- Retail
- Sports

\*DHR has experienced the highest number of successful CEO searches in Advanced Technology, Consumer, Financial Services, Industrial and Nonprofit sectors.

While providing the reach and resources of a major firm, DHR offers clients the specialized expertise, customized services, and personalized attention of a boutique firm. We believe that great leaders make great organizations that, in turn, help change the world.

DHR has placed professionals in hundreds of US-based and international organizations. We believe success is measured not simply by identifying the best candidates. Rather, it is measured by the effect the candidates have on their new institutions.

## III. Consulting Staff and Experience / Qualifications

The lead consultant for this search assignment will be Andrea Bricca, Managing Partner, Las Vegas. She will be supported by Jessica Bayer, Managing Partner, Corporate Affairs and Communications Practice and Heather Smith, Partner, Global Board & CEO Practice. Andrea will guide the process and be a strategic partner to the board and search committee at every juncture. All team members will be in direct communication with the search committee and designated liaison.



#### Andrea Bricca

#### Managing Partner, Las Vegas

Andrea is Managing Partner of the firm's Las Vegas office, with a focus on the gaming and hospitality sectors and has significant executive search experience. Her search experience in gaming and hospitality includes working with companies that provide associated technologies. Working closely with practice leaders across the organization, Andrea leverages her background having placed high-caliber legal talent, with companies ranging from start-ups to Fortune 100 and in public and private organizations.

Andrea has over 20 years of senior-level search experience. Prior to joining DHR, she served as a Partner with an executive search firm focused on matching law firms and corporations with elite lawyers and legal professionals. Previously, she served as a Recruiter with one of California's top legal search firms. Andrea has been trained in the use of several work behavior assessments, putting her in a great position to partner with DHR's leadership consulting practice.

Additionally, Andrea spent 11 years with AlliedSignal, Inc. (now Honeywell), an American aerospace, automotive and engineering company, where she developed legal and business expertise as Manager of Ethics and Business Conduct in the company's Los Angeles aerospace division and in congressional relations and marketing for the government relations office in Washington, D.C. She also worked extensively with the National Aeronautics and Space Administration (NASA) and frequently spoke on ethics in the workplace.

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Andrea earned her Juris Doctor degree from the University of Baltimore School of Law and a Bachelor of Science in journalism from the University of Maryland. She holds an Ethics in the Workplace Certificate from Josephson Institute on Ethics; a Managing Ethics in Organizations Certificate from Bentley College; a Six Sigma Black Belt Certification from AlliedSignal Aerospace Six Sigma Academy; graduated from the AlliedSignal HR University and was recognized with the AlliedSignal Premier Achievement Award for Excellence in Finance. She is an alumna of the Las Vegas Chamber of Commerce's Leadership Las Vegas Program and is active in the local philanthropic community.



#### **Jessica Bayer**

Managing Partner, Corporate Affairs and Communications

Jessica serves as the Managing Partner of DHR's Corporate Affairs and Communications Practice, based in Washington, D.C. With a strong, global network and experience leading C-level searches within the communications space, Jessica develops and maintains strong relationships with industry leaders, understands the evolving nature of agencies and is a trusted advisor to her clients.

Prior to joining DHR, Jessica served more than five years as an Executive Director at a communications executive search firm. Earlier in her career, Jessica was Vice President of U.S. Talent Acquisitions with one of the top 10 public relations agencies. She led senior-level recruitment across the agency's

corporate, financial, technology, healthcare, consumer, brand marketing and brand marketing and digital practices. Jessica began her search career as senior recruiter with a multinational communication and public relations firm, where she developed business and recruitment strategies.

Jessica has a demonstrated history of recruiting across industries for public relations, communications and marketing roles. Her focus is on corporate communications, consumer and brand marketing, investor relations, talent marketing, media relations, internal communications, public affairs, corporate social responsibility, technology communications, healthcare communications, financial communications, crisis communications, social and digital.

She graduated from Louisiana State University with a bachelor's degree in public relations and a minor in business administration.



#### Heather Smith

Partner, Board & CEO

As a member of the Board & CEO Practice at DHR, Heather works with clients to successfully place C-level executives, chairmen, CEOs and board directors. She is based in Chicago.

Heather works with public, private and private equity-owned corporations across industries to build and refresh boards and execute CEO succession plans. Bringing knowledge of boards and boardroom risk derived from her experience in the commercial insurance industry, Heather offers a valuable perspective to DHR clients. While at Coregis, a GE Capital insurance subsidiary, Heather served as Head of the Directors & Officers Liability business where she was responsible for the company's most

profitable P&L and managed teams in Chicago and New York.

Heather began her career with American Financial Group in Cincinnati. She co-authored a book on employment risk and board exposure with one of the leading employment lawyers in the U.S. She has been called on as an expert in her field, speaking at conferences and consulting with executives on risk avoidance and board member protection. Heather is pleased to have helped thousands of boards safeguard their future, allowing them to focus on critical board responsibilities.

She earned her Bachelor of Science in Business from Miami University. She currently serves on the Auxiliary Board of Rush Hospital and is an active leader with Deloitte's Center for Board Effectiveness and Aspen Institute. She leads board diversity initiatives at Kellogg, Duke and Harvard Business School.

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## IV. Relevant Experience

DHR's relevant experience is in conducting searches, proven successful over time, with boards of organizations seeking to enhance their impact by appointing dynamic, visionary executives. We believe most relevant experience is not in how many similar searches have been completed, but in our experience and track record recruiting excellent leaders to organizations.

Executive search is 80% technique – managing the process, managing the Search Committee's expectations, keeping the Board apprised of progress, ensuring that all logistics and details are handled professionally, continually communicating with clients and candidates, taking creative strategic approaches, and most importantly, tirelessly recruiting the right set of candidates.

The following is an abbreviated and partial list of related search experiences in the last few years.



#### **Arizona Charter Schools Association**

• Chief Executive Officer A nonprofit membership and professional organization that advocates and strengthens the autonomy, equity, and quality of Arizona's diverse public charter schools.



## Columbus Zoo and Aquarium President / CEO

Central Ohio's number one cultural attraction, a multi-faceted educational resource and a proactive leader in wildlife and habitat conservation.



#### **Consolidated Hospitality Supplies**

• Chief Executive Officer A multi-brand, shared-services hotel distribution company, and a leading provider of OS&E.



#### **Detroit Institute for Children**

Chief Executive Officer
 Provides specialized diagnostic and rehabilitative care for children with special needs.



#### Hilton

Vice President, Internal Communications
 One of the world's largest, fastest-growing hospitality companies.



#### International Game Technology

- Chief IP Counsel
- General Counsel

A multinational gambling company that produces slot machines and other gambling technology.



#### L.L. Bean

Vice President, Corporate Communications
 A leading multi-channel merchant of quality outdoor gear and apparel.



#### Make-A-Wish Foundation

 Chief Executive Officer - Make-A-Wish Central & Western North Carolina The Make-A-Wish Foundation® has given hope, strength and joy to children with life-threatening medical conditions since 1983.







#### McDonald's

• Senior Director, Brand Communications The world's leading global foodservice retailer with over 37,000 locations in over 100 countries.



#### **National Cattleman Beef Association**

• Vice President, Communications The marketing organization and trade association for America's one million cattle farmers and ranchers.



#### **Renown Health**

Compliance Officer

General Counsel

Northern Nevada's largest not-for-profit health network and a nationally recognized healthcare leader.



## Scientific Games Corporation TA Director

A global leader in retail and digital products, technology and services that drive profits for government-sponsored lottery and sports betting programs.



#### **Tennessee Performing Arts Center**

President / CEO
 A nonprofit dedicated to providing and supporting the presentation of the performing and cultural arts.



#### Travel + Leisure Co.

Director, Internal Audit
Independent Board Director
One of the top travel media brands in the world.



#### World Wrestling Entertainment, Inc.

Senior Vice President, Operations
 An integrated media organization and recognized leader in global entertainment.



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## V. Search Process

Each assignment requires a detailed approach to accommodate the timing around executive transition, the future leadership needs of the institution, the culture of the organization, the position location, and the degree of interest by various stakeholders. The following is an outline of what you may expect working with DHR – to be further modified to suit the Search Committee and the Reno-Sparks Convention & Visitors Authority's specific needs.

#### Establishing Key Roles, Responsibilities, and Timeline

DHR and the Search Committee will establish and document a timeline to ensure a comprehensive and thorough search. A sample search timeline below will indicate roles, responsibilities, and dates for meetings and deliverables.

Our timeline has been designed around the critical needs of the Reno-Sparks Convention & Visitors Authority. We build in the flexibility required for the most complex national search efforts based on organization need.

Initiate	Identify	Qualify	Select
Weeks 1 to 3	Weeks 2 to 5	Weeks 6 to 9	Weeks 9 to 12
<ul> <li>Assessment and Research</li> <li>Conduct constituent board interviews</li> <li>Share whitepaper findings</li> <li>Finalize position specification</li> <li>Develop search strategy and priorities</li> <li>Organize and execute research strategy</li> </ul>	Identify and Develop Candidates         • Contact sources and potential candidates         • Initial candidate phone screens focusing on critical competencies, cultural fit         • Regular progress reporting and search calibration via email and online client portal         • Develop and prioritize top prospects of critical competency and culture fit, based on feedback	Qualify Candidates         • Heavy recruiting continues of top prospect and candidates         • Analyze comprehensive competency-based interviews and assessment results         • Conduct detailed referencing around critical competencies         • Consistent communication with candidates and client, with option to use <u>DHR's</u> online client portal	<ul> <li>Candidate Selection</li> <li>Establish candidate meetings</li> <li>Debrief competency evaluation and assessment results with client</li> <li>Review feedback to determine finalists</li> <li>Conduct in-depth referencing around critical competencies and formal background checks</li> <li>Present finalist candidate to the full board for approval</li> </ul>

 Offer negotiations and candidate counseling

#### **Building Consensus**

Before embarking on any CEO Succession Project, it is critical to have alignment among the Search Committee on the 5 Year Strategic Plan for the Reno-Sparks Convention & Visitors Authority; where the Reno-Sparks Convention & Visitors Authority is now relative to that vision; the leadership implications of getting from the current to the desired state; and the selection/recruiting challenges expected with the CEO successor search. We have made note that this alignment has been documented in the Position Specification created by the Search Committee, and as a first step, DHR Partners will read and confirm a thorough understanding of the needed capabilities, skills, experiences, responsibilities, short and longterm goals, and overall vision for the next CEO leader.

In addition to understanding the ideal qualities of the new CEO, the goals of the "kick-off" stage in our methodology are to (a) fully understand your organization so that we may represent it accurately and passionately during the recruitment process, (b) reach consensus on the type of leadership the Reno-Sparks Convention & Visitors Authority needs and the vision for its future, and (c) identify expectations of key stakeholders regarding the search process and new leadership.

As stated above, DHR has demonstrated success in recruiting leaders for organizations looking to enhance their impact. As with all searches, we will invest significant time meeting with the various stakeholder groups, including board members, key executives, and other stakeholders as permitted. Our extensive experience working with search committees and boards will be valuable in assisting the board in discussions regarding the roles, responsibilities, and ideal characteristics of the CEO.



## Developing / Refining the Position Specification

DHR will build clarity and consensus on the priorities, core competencies, key qualifications, and personal characteristics of the Reno-Sparks Convention & Visitors Authority's ideal candidate. From this, DHR will draft a position specification for the Search Committee's approval.

The approved position specification will be utilized throughout the search to align all stakeholders around the role, to professionally market the position to potential candidates, and to calibrate and compare competencies.

## Building the Pool of Candidates

Through past and recent search work, the DHR team has an extensive network of potential candidates and, as importantly, sources who can identify candidates for this position. Existing networking contacts are important, but equally important is new research and creative candidate identification. For each assignment, DHR conducts a thorough study and market analysis to identify individuals who are contributing to the success of target organizations. This is accomplished through in-depth direct sourcing of target companies and mapping of the organizations that would have the most suitable candidates.

In addition, DHR will execute required job postings and suggest others with industry outlets. More importantly, DHR will ensure that industry leaders, influencers, and participants are aware of the opening.

#### **Internal Candidates**

In the spirit of pursuing an objective due diligence succession process, we recommend any internal candidates brought forward be assessed by our search partners comparatively to external talent. It is critical that all internal candidates are treated fairly, without bias, and carefully communicated with throughout.

We find that if an internal candidate is not selected, their prospects for commitment to the new leader are enhanced if all candidates are engaged in the same process. It is our goal to retain Reno-Sparks Convention & Visitors Authority high-performing employees, thus communication and fair treatment throughout the process is critical to keeping those that are not chosen to be the successor CEO.

#### **DHR Interviews and Market Feedback**

Our identification and recruitment of high-quality external candidates will hinge upon our reputation in the market, access to talent through proprietary databases, reputation with key thought leaders, and access to superior talent. Candidates will be interviewed by at least one search partner and a behavior psychologist against a set of pre-determined criteria. A DHR status report, including market feedback, is reviewed with the Nominating & Governance Chair or Selection Committee designee(s) on a weekly or bi-weekly basis. DHR will conduct a meeting with the full Search Committee to discuss the progress of the search and to review a preliminary slate of potential candidates. This allows DHR to report findings and provide assessment of candidate qualifications to the broader group. The recruitment process continues until the search is completed.

#### First-Round Candidate Interviews

Following DHR interviews and Selection Committee presentation, a group of candidates will be selected by the Committee for first-round interviews. In preparation for the interviews, DHR will provide the Committee with a full profile including DHR's candidate evaluation, as well as any additional materials that will help facilitate the committee's interview process.

DHR will manage all logistics for this stage in the process, including candidate travel, communication, meeting arrangements, etc. DHR will provide an Interview Guide with sample interview questions (related to the position specification) and a Scorecard to enable both quantitative and qualitative evaluation of candidates.





Typically, no more than six candidates are interviewed in the first round. From these interviews, two or three candidates will emerge as the highest ranking and will be invited to return to Reno for lengthier, second-round interviews. DHR will attend first-round interviews with the candidates and the committee (either in person or via videoconference, depending on travel restrictions and Reno-Sparks Convention & Visitors Authority preference). DHR will brief and debrief candidates, time keep during the interviews, and provide guidance as needed during the Selection Committee's candidate evaluations and decisions. DHR continues to expand the candidate pool during this stage in the assignment using first round candidates as a benchmark.

#### Second-Round Interviews

Ideally, two or three strong candidates will emerge from the first-round interviews. They are invited to Reno for lengthier interviews, perhaps with an expanded group of board members. Should the situation warrant, candidates' partners may accompany the candidate to serve two functions: 1) help answer any questions the partner may have regarding the quality of life, schools, etc.; and 2) provide an initial house-hunting trip.

DHR will ensure that each of the finalists are aware of the compensation package and is interested and motivated to accept the position if offered. It is during this stage that we recommend candidates make formal presentations to the search committee, meet a broader stakeholder group, and perhaps meet with senior staff.

#### Leap®

DHR employs a proprietary behavioral analysis instrument, Leap® (Leadership Assessment Profile). Leap® captures a candidate's attitudes, values, preferences, and beliefs from a leadership and cultural fit perspective. The tool helps predict if a candidate will succeed and achieve professional satisfaction in your organization. Leap® is administered through a user-friendly 30-minute online survey. Reports, which are created immediately via the tool, are easy to understand and interpret and provide an additional level of information on candidates.

#### 360° Referencing

Second-round candidates provide references. The search committee will receive transcripts of the references that are conducted by DHR. Also, because of our extensive network, DHR can take additional references from those in the field who we know well and who have worked with or are familiar with the finalists.

Referencing is done telephonically. DHR also provides the search committee with internet search results and other social media background checks.

#### **Background Check**

The finalist candidate, prior to presentation by the search committee to the Board, will undergo a background check to verify education and to investigate any criminal history or other events. Finalist references are thoroughly checked before an offer is made.

#### Making the Offer

DHR will represent the Reno-Sparks Convention & Visitors Authority in negotiating an offer that is fair and reasonable, that motivates a potential candidate, and that has certain incentives to help the CEO achieve the goals. It is preferable to offer the position to one candidate but to have another equally qualified candidate "in the wings."

#### Follow-up and Onboarding

DHR will remain in contact with both the winning candidate and the board to assist in the short-term onboarding and to provide other guidance as required. DHR's Elevate Partners can provide additional onboarding & advisory services.



## Search Communications

DHR believes open and frequent communication, confidentiality, and transparency are all critical in a successful search. Throughout this search assignment, DHR will maintain communication with you weekly and have regular communication with the candidates being considered for the position. DHR will acknowledge all inquiries and resumes from potential candidates with an email or phone call response. Our market analysis report (presented to the Search Committee early in the recruitment process) will provide the committee with an in-depth review of our progress to date, including notes on recruitment and/or sourcing contact made, the feedback we hear from the field about the organization and the opportunity, and a summary of candidates who are emerging as strong potential candidates. At the conclusion of the search assignment, DHR will notify all candidates about the successful placement and closure of the search. DHR will maintain strict candidate and client confidentiality as appropriate to each stage of the search assignment.

#### Estimated Time to Placement

Typically, a search for a CEO conducted by DHR takes three to four months. Our approach is always to conduct a thorough and complete search while maintaining optimum time efficiency as determined by the distinct factors of each individual search.

## VI. Guaranteed Retention

DHR is the only search firm that offers a **two-year guarantee** on the placed candidate. If the incumbent leaves the organization by his/her own choice or for cause, DHR will conduct another search for no fee. The only exception is if the candidate is no longer able to perform his/her duties due to death or disability.

As described above in the "Success Rate" section, we believe our record of placed candidates with long tenures and the amount of repeat clients we cultivate speaks to the level of service we provide as an executive search firm. We believe success is measured not simply by identifying the best candidates. Rather, it is measured by the effect the candidates have on their new institutions.

## VII. Fee Structure / Provisions / Guarantee

The standard fee for an executive search conducted by DHR consists of a professional retainer and administrative expenses, plus travel for consultants and candidates and related out-of-pocket costs. Each of these components is dependent on factors not yet known. For example, the fee is based on one-third (33 1/3%) of the first year's total cash compensation. Cash compensation is defined as salary, plus anticipated and/or sign-on bonus and deferred compensation described in the Employment Agreement. The administrative expenses are 12% of the fee. Travel expenses are based on the number of candidates interviewed by DHR, the number of meetings DHR will attend in person, and the prevailing costs for transportation at any one time. The client organization is responsible for reimbursing travel and lodging, all of which will be pre-approved by the client. DHR accepts assignments on an exclusive basis.

Our fee is payable in three installments as follows: An invoice for the first installment will be sent upon the signed acceptance of the agreement and is payable upon receipt as a non-refundable initial retainer. The second invoice is sent after you have been presented with a 30-day market analysis report, and the third invoice is sent when finalists have been selected. When an offer is accepted, a final invoice will be sent for the remaining difference between the fees already invoiced and 1/3 of the final compensation. All invoices are payable upon receipt.



DHR recognizes that its client's recruiting needs may change over time. If Reno-Sparks Convention & Visitors Authority cancels the search by written confirmation, it will be charged the pro-rated amount of the full estimated fee and any direct and indirect expenses incurred. In no event shall the Reno-Sparks Convention & Visitors Authority be responsible for less than the first installment plus indirect and direct expenses. The Reno-Sparks Convention & Visitors Authority may put the search "on hold" one-time, for 90 days. Following that period, DHR may cancel the assignment.

As described above, we believe our record of placed candidates with long tenures and the amount of repeat clients we cultivate speaks to the level of service we provide as an executive search firm. We believe success is measured not simply by identifying the best candidates. Rather, it is measured by the effect the candidates have on their new institutions.

DHR is the only search firm that offers a two-year guarantee on the placed candidate. If the incumbent leaves the organization by his/her own choice or for cause, DHR will conduct another search for no fee. The only exception is if the candidate is no longer able to perform his/her duties due to death or disability.

## VIII. Conclusion

To ensure finding the optimal CEO for the Reno-Sparks Convention & Visitors Authority, DHR offers you the breadth and resources of a large firm combined with the expertise, experience, and local history of the lead consultant on the search. DHR has significant prior experience in the community foundation and related sectors and a track record demonstrated by our list of clients and placements. The tenure and effect of those placements have contributed to their organizations' success and enhanced the relationships built with our clients. From our previous searches and our existing knowledge of leaders in the field, we have acquired the keen ability to research and identify new contacts and top prospects for this position. We would be pleased to meet with the Search Committee and further discuss our qualifications and approach.

## IX. Contact Information

Andrea Bricca Managing Partner

Las Vegas, NV T: +1 725 201 7627 M: +1 702 375 9700 E: abricca@dhrglobal.com

#### Heather Smith

Partner, Board & CEO DHR Global 71 South Wacker Drive, Suite 2700 Chicago, IL 60606 Tel: +1 312.782.1581 E: <u>hsmith@dhrglobal.com</u> Jessica Bayer Managing Partner, Corporate Affairs and Communications T: +1 202 552 6355 M: +1 202 570 2995 E: jbayer@dhrglobal.com





The Reno-Sparks Convention & Visitors Authority is soliciting a Request for Proposals for an <u>Executive Search Firm</u>

#### RFP 2023-ADMN01

Released by Jose Martinez, Director of Facilities Operations (Wednesday, April 12, 2023)

The Point of Contact is Jose Martinez, Director of Facilities Operations at <u>imartinez@renotahoeusa.com</u> (preferred) or call (775) 827-7768

All questions or additional information concerning the RFP document must be Submitted to the Point of Contact.

#### SUBMISSION DEADLINE DATE/TIME: Wednesday, April 26, 2023, by 4:00PM PDT

		Bidder Information	
Company Name:	Winner Partners	Bidder Information	
Contact Name:	Tina Winner		
Address: <u>6142 38</u>	3th Ave N.		
St. Petersbu City:	ırg	State:	Zip:
724	-831-1060		· -
E-Mail Address:	tina@winnerpartners	s.net	
Signature:	miliner		
Drint Namai	a M. Winner		

## RenoTahoe.

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#### PLEASE NOTE THAT THIS REQUEST FOR PROPOSALS IS FOR PROFESSIONAL SERVICES AND IS THEREFORE EXEMPT FROM COMPETITIVE BIDDING REQUIREMENTS SET FORTH IN THE NEVADA REVISED STATUTES ("NRS") CHAPTER 332, AS PROVIDED IN NRS 332.115(1)(b).

#### I. INTRODUCTION

The Reno-Sparks Convention and Visitors Authority (RSCVA) intends to retain the services of an Executive Search Firm ("Search Firm") to assist in the search efforts for the selection of a President and Chief Executive Officer of the RSCVA.

The RSCVA is a local government established by Nevada Revised Statutes and is the operating instrumentality in Washoe County, Nevada for promoting conventions, tourism, and recreation.

This RFP is being issued by the RSCVA Purchasing Division, which will coordinate the review of all submissions and make recommendations to the RSCVA Board of Directors.

The selection of the Search Firm will be made by the RSCVA Board of Directors on the basis of what is most advantageous to the RSCVA and will be considered a final decision. Once the final selection has been made, the Search Firm chosen will propose an agreement which will include but not be limited to the terms set forth in this RFP. The RSCVA and the Search Firm will negotiate and finalize all terms. If the RSCVA and the selected Search Firm have not executed a negotiated Agreement within fifteen (15) days after initial submission of the Agreement, the RSCVA may terminate negotiations with that Search Firm and may initiate negotiations with an alternate.

#### 1. <u>SCHEDULE</u>

Release Date	Wednesday, April 12, 2023
Question Submission	Monday, April 17, 2023, by 5:00PM PDT
Response to Questions Due	Wednesday, April 19, 2023, by 5:00PM PDT
Submission Deadline Date/Time	Wednesday, April 26, 2023, by 4:00PM PDT
Opening Date/Time	Thursday, April 27, 2023, at 2:00PM PDT
Contract Recommendations to Board of Directors	Thursday, May 25, 2023

#### 2. PREPARATIONS OF PROPOSALS

Respondent will examine all special instructions and terms and conditions of this RFP. Failure to do so will be at the respondent's risk.

- 2.1 Any irregularities or lack of clarity in this RFP should be brought to the attention of the Point of Contact for correction or clarification.
- 2.2 Any addenda to this RFP issued will forthwith become an integral part of this RFP. Respondent is required to acknowledge receipt of same by signing and returning the addenda in its response.
- 2.3 Respondent will furnish the required information typed or written in ink.



- 2.4 The person signing the Proposals must initial erasures or other changes in ink.
- 2.5 In the space provided, a duly authorized representative of the respondent will sign this RFP document. (Page # 1 Cover Sheet).
- 2.6 Respondent will proofread their Proposals carefully for errors.
- 2.7 In the event of a difference between written words and figures, the amount stated in written words will govern.
- 2.8 The RSCVA is not liable for any costs incurred by respondents prior to entering into the final agreement. Costs of developing the Proposals or any other such expenses incurred by the respondent in responding to this RFP, are entirely the responsibility of the respondent, and shall not be reimbursed in any manner by the RSCVA.
- 2.9 Any information deemed confidential or proprietary should be clearly identified by the Respondent as such. It may then be protected and treated with confidentiality only to the extent permitted by state law. Otherwise, the information shall be considered a public record. Information or data submitted with a response will not be returned.

#### 3. SUBMISSION OF PROPOSALS

Respondent will submit its response to this RFP on the letterhead of its company, respondent establishment, corporation, etc. attached to the RFP 2023-ADMN01 document. Respondent will sign and return a copy of the ENTIRE RFP DOCUMENT marked as ORIGINAL, with one (1) duplicate hardcopy and one (1) digital copy on a flash drive, together with any addenda, in a sealed envelope to:

RSCVA Purchasing Department Attn: Jose Martinez 4590 South Virginia Street Reno, NV 89502

## *Response envelope must indicate name and address of respondent, RFP number, and Submission Deadline Date.*

The RSCVA assumes no responsibility for errant or failed delivery of responses. Nothing herein restricts the RSCVA's ability to consider any and all responses to this RFP, and to the extent that an untimely response to this RFP is considered, it will be done at the sole discretion of the RSCVA.

Any irregularities or lack of clarity in this RFP should be brought to the attention of the Point of Contact prior to or on the date for Written Questions set forth in this Section for correction or clarification.

#### 4. OPEN MEETING LAW

NRS 241 provides that public business will be conducted in an open meeting.

#### 5. <u>QUESTIONS/CLARIFICATIONS</u>

If any questions or responses require revision to this RFP, such revisions will be by formal amendment only. Any oral or written representations made by anyone at the RSCVA that appear



to materially change any portion of this RFP will not be relied upon unless subsequently ratified by written amendment to this RFP issued by the RSCVA Purchasing Division. For determination as

to whether any representation made requires that amendment be issued, please contact the Point of Contact.

#### 6. <u>RSCVA NON-DISCRIMINATION POLICY</u>

It is the policy of the RSCVA that Minority and Women Business Enterprises shall have equal opportunity to participate in the performance of RSCVA contracts. Respondent firms shall not be discriminated against on the basis of race, color, national origin, gender, age, creed, religion, sexual orientation, gender identity or expression, or any other protected category in the award and performance of any contract entered into pursuant to this advertisement.

#### 7. <u>RFP SUBMISSION CHECK LIST</u>

- Complete all information on the Cover Sheet (Page 1).
- Review and address all items in Section 8 (Evaluation of Proposals), including conflict of interest.
- Complete Section 9 (Disclosure of Principals).
- Complete Section 10 (References).
- Complete Section 11(Exceptions).
- Complete Section 12 (Insurance Requirement).
- Complete, Sign and Date Section 16 (Submission).
- Attach a proposal of services addressing needs identified in ATTACHMENT A

#### 8. EVALUATION OF PROPOSALS

The RSCVA CEO Search Committee ("Committee") will review all submissions. From the submissions, at the discretion of the RSCVA Board of Directors, firms may be invited to present their proposals to the Committee, or alternatively, to the full RSCVA Board of Directors. Based upon those presentations, a selection by the RSCVA Board of Directors will be made. Possible areas of evaluation include but are not limited to:

- a. Firms should have a minimum of five (5) years of experience and a documented track record of successful placements of CEOs or other high-level executives. Further, responding firms should discuss their methodology for successful placements.
- b. Responding Search Firms should demonstrate that qualified staff is present to perform/assist in the search. Responding firms should identify key staff for the President/CEO search, indicate who will be the main point of contact for the President/CEO search, and provide appropriate biographies for such individuals.
- c. Search Firms should discuss their proposed processes for locating qualified candidates, developing the evaluation criteria, and selecting qualified candidates. Firms should also describe what they believe the key characteristics are for the next RSCVA President and CEO.
- d. Search Firms should describe the methods that will be used to identify the skill sets, personality traits, and management style of the next President/CEO. Search firms should also describe their background check process.
- e. Search Firms should describe all fees to be charged, including any terms for refund if the chosen candidate does not successfully complete a reasonable term of employment. Further, proposed fees or refund in the event the RSCVA, its Board Members or staff locate the chosen candidate.



f. Search Firms must indicate any potential conflicts of interest in providing the services for the RSCVA.



#### 9. <u>DISCLOSURE OF PRINCIPALS – NAMES OF OFFICERS OR OWNERS OF CONCERN,</u> <u>PARTNERSHIP, ETC.</u>

NAMETina M. Winner	_OFFICIAL CAPACITY	Managing Partner
STREET ADDRESS 6142 38th Ave. N.		
St. Petersburg, FL 33 CITY, STATE AND ZIP CODE		
Steven Oberhoffer		
STREET ADDRESS 815 Powers St.		
CITY, STATE AND ZIP CODE Baltimore, MD 21211		
NAME	_OFFICIAL CAPACITY_	
STREET ADDRESS		
CITY, STATE AND ZIP CODE		
NAME	_OFFICIAL CAPACITY	
STREET ADDRESS		
CITY, STATE AND ZIP CODE		

If further space is required, please attach additional sheet(s).



#### 10. <u>REFERENCES</u>

(Must be verifiable)

References must be companies or associations contracted within the last three years for executive level searches.

Company Name:Visit Phoenix	Contact:	Robert Miller
400 E. Van Buren St., Ste. 600 Phoenix, AZ Address:		(602) 550-8380
E-mail:rmiller@buchalter.com	-	
Company Name:	Contact:	Corey Pearson
7130 W. Grandridge Blvd. Suite B Kennew Address:	ick, WA 99336 Phone:	(509) 378-8185
cpearson@3riverscampus.com E-mail:		
Visit Rapid City Company Name:C	Contact:	Kelly Buntrock
512 Main Street, Suite 240 Rapid City, SD 5	7701 Phone:	(605) 431-8804
E-mail:_kelly.buntrock@fib.com		



#### 11. EXCEPTIONS

Does the respondent take exception to any of the terms and conditions of this RFP and attachment thereto?

Yes<u>No</u>X

If yes, please indicate the specific nature of the exception or clarification in the space provided below. Attach additional sheet(s) if necessary.

N/A



#### 12. INSURANCE REQUIREMENT

The agreement contemplated by this RFP requires that the successful firm maintain, during the continuance of the agreement, Workers' Compensation and Employer's Liability, General Liability and Automobile Liability, as described below against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the firm, its agents, representatives, employees or sub-respondents. At the time of execution of the agreement, successful firm agrees to furnish the RSCVA with a copy of respondent's Certificates of Insurance and a policy endorsement, or policy rider evidencing proof of coverage in accordance with the agreement. The cost of all such insurance shall be borne by the firm, and name the RSCVA as additionally insured in the amounts set as follows:

a. Commercial General Liability at least as broad as Insurance Services Office policy form CG 00 01 04/13, or equivalent, providing coverage on an occurrence form for Bodily Injury, Property Damage, Liquor Liability, Independent Proposers, Personal Injury, Broad Form Property Damage, Broad Form Contractual Liability and Medical Payments. The limits of liability shall not be less than Two Million Dollars (\$2,000,000) per occurrence, Four Million Dollars (\$4,000,000) general aggregate for both bodily injury and property damage.

The policy shall include the Authority and its agents, beneficiaries, partners, employees, the County of Washoe, and the Authority of Reno as additional insureds with coverage at least as broad as Insurance Services Office (ISO) endorsement form CG 20 26 04/16.

- b. Automobile Liability at least as broad as Insurance Services Office Business Auto Coverage Form CA 00 01 04/13, or equivalent, providing coverage for Bodily Injury and Property Damage resulting from the ownership, maintenance, or use of any auto, whether owned, rented or hired or non-owned. The limit of liability shall not less than One Million Dollars (\$1,000,000) combined single limit (CSL) for bodily injury and property damage.
- c. Workers' Compensation at least as broad as National Council on Compensation Insurance (NCCI) policy form WC 00 00 00 C 01/15, or equivalent, providing coverage meeting the requirements of the Workers' Compensation law of the State of Nevada. To the extent such waivers are obtainable from the insurance carriers, the policy shall include an endorsement waiving the insurance company's rights of subrogation against the Authority, its agents, beneficiaries, partners, employees, the County of Washoe, and Authority of Reno. This endorsement shall be at least as broad as National Council on Compensation Insurance (NCCI) Waiver of Our Right to Recover from Others Endorsement form WC 00 03 13 04/84.
- d. Property insurance on an All-Risk or Special Form providing coverage for personal property of the Bidder.
- e. The Proposer shall maintain crime insurance including coverage for the loss of money, securities, and other property by the Proposer's employees, sub-contractors or other parties with a limit not less than \$1,000,000 per occurrence. Coverage shall be endorsed to include coverage for loss of money, securities and other property in the care, custody or control of Proposer whether in transit or at a permanent or temporary premises.
- f. All such insurance maintained by the Bidder shall be: issued by insurance companies authorized to do insurance business in the State of Nevada, issued by insurance companies with current A.M. Best financial ratings of at least A X or better satisfactory in form and substance to Authority.



All insurance and bond shall provide that the policy shall not be cancelled, nor shall coverage be reduced thereunder until after thirty (30) days written notice to Authority at Reno-Sparks Convention & Visitors Authority, Post Office Box 837, Reno, Nevada 89504-0837.

The Bidder shall deposit each policy or a certificate thereof with Authority no less than thirty (30) days prior to the start of the agreement date.

#### Proof of Insurance to be provided upon Notification of Award

Agent: Zak Miller Phone: 813-877-7799



#### 13. **INDEMNIFICATION**

The final agreement shall provide that the successful respondent shall defend, indemnify and hold harmless the RSCVA, its directors, officers, agents and employees from and against any and all liabilities, damages, losses, claims, actions or proceedings, including, without limitation, reasonable attorneys' fees that are caused by the negligence, errors, omissions, recklessness or intentional misconduct of the successful respondent or its employees or agents in the performance of the agreement. The successful respondent shall use counsel reasonably acceptable to the RSCVA in carrying out the foregoing obligations. The indemnity provisions shall survive the expiration or earlier termination of the Agreement.

#### 14. ARBITRATION

All disputes under this RFP shall be submitted to binding arbitration in accordance with the procedures of the Commercial Rules of the American Arbitration Association and judgment of the arbitrator shall be binding as a final judgment and shall be entered by a court of competent jurisdiction. Such arbitration shall be conducted in Washoe County, Nevada. The procedures specified herein shall be the sole and exclusive procedure for resolution of disputes arising out of or relating to this RFP except those instances otherwise overseen by the governing law of the State of Nevada.

#### 15. <u>NON-DISCRIMINATION</u>

The firm, with regard to any work performed hereunder, shall not discriminate on the grounds of race, color, creed, religion, national origin, sex, sexual orientation, gender identity or expression, age, or any other characteristic protected by law, in the selection and retention of any employee or applicant for employment.

#### 16. SUBMISSION

In compliance with this RFP and subject to all Terms and Conditions thereof, the undersigned offers and agrees, if this proposal is accepted, to enter into negotiations with the RSCVA to provide the services as set forth herein.

Signature: Midinur			
Dated:	04/25/2023		
Print Na	me:		
Title:	Managing Partner		



#### **ATTACHMENT A**

#### **Organization Overview**

The Reno-Sparks Convention and Visitors Authority (RSCVA) is a government agency in the Travel/Tourism industry. Established in 1959 as the Washoe County Fair and Recreation Board, the RSCVA acts as the sales and marketing organization for the county to promote convention, leisure and group tourism business. Unlike many convention and visitors bureaus across the country, the RSCVA owns and operates several facilities designed to attract out-of-town visitors. The RSCVA is guided by a nine-member policy board, consisting of elected officials and representatives from the local resort, air service and business communities, as well as Incline Village, Nevada.

#### **RSCVA's Vision**

The RSCVA's vision is to be the preferred outdoor, gaming and event destination.

#### RSCVA's Mission Statement

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

The RSCVA operates four local venues which host a variety of events: Reno-Sparks Convention Center, Reno Events Center, National Bowling Stadium, and Reno-Sparks Livestock Events Center.

#### **Scope of Services**

The RSCVA intends to retain a Search Firm to provide the following services<sup>1</sup>:

- Create a process and timeline for the hiring process. a.
- Facilitate and conduct focus groups and/or interviews with RSCVA staff, local stakeholders, and b. individual RSCVA Board members to seek input regarding the gualities and skills necessary for the President/CEO position.
- Advise on appropriate compensation ranges and benefit packages based on research. c.
- d. Review the existing position description and recommend changes as necessary.
- e. Identify and actively recruit candidates.
- f. Receive resumes from applicants to determine eligibility and suitability for the President/CEO position.
- Provide all qualified resumes to the RSCVA for review. g.
- h. Conduct preliminary interviews with candidates.
- i. Conduct reference and background checks on selected candidates.
- Advise/assist the RSCVA Board of Directors with conducting interviews, including creation of j. interview questions.

<sup>&</sup>lt;sup>1</sup> Any Agreement entered into by the RSCVA and the successful Executive Search Firm will provide that fees for location of a successful candidate will be waived and/or reduced if the RSCVA or one of its Board Members locates the gualified individual, and that individual is ultimately selected for the President/CEO position. Request for Proposal 2023-ADMN01



- k. Identify candidates for final interviews for the President/CEO position to be conducted at an open meeting of the Board of Directors.
- I. Attend final interviews; provide assistance and guidance to the RSCVA Board of Directors as necessary.

### Winner Partners

### Executive Search Proposal President and Chief Executive Officer









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Executive

Search

Proposal

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Company Name Winner Partners

Company Location St. Petersburg, Florida



Contact Us www.winnerpartners.net info@winnerpartners.net



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### Winner Partners Letter of Interest

April 25, 2023

Jose Martinez Director of Facilities Operations Reno-Sparks Convention & Visitors Authority <u>imartinez@renotahoeusa.com</u>

RE: CONFIDENTIAL - Letter of Interest & Statement of Qualifications – Reno-Sparks Convention & Visitors Authority RFP 2023-ADMN01

#### Dear Mr. Martinez:

We appreciate the opportunity to share our expertise with the Reno-Sparks Convention & Visitors Authority (RSCVA) in supporting the search committee's efforts to identify the next President and Chief Executive Officer.

#### Our Firm

Winner Partners is a privately held, executive recruitment firm headquartered in St. Petersburg, Florida. Our firm was intentionally designed as a collaborative platform of the most talented search consultants in the market matched with proven, successful leaders who are subject-matter experts in industry. Winner Partners is a *certified, woman-owned business* established with a client base consisting of public-private partnerships, public sector, nonprofits, and privately owned organizations. Our firm has a successful track record of placing dynamic leaders and averages 30 searches annually with 75% of those placements at the leadership level.

#### **Engagement Team**

The engagement team who will assist RSCVA execute a proven, successful search process includes:

- ✓ Managing Partners of Winner Partners 40+ years of executive search and recruitment experience.
- Destination Marketing & Tourism Partner Certified Destination Marketing Executive (CDME) and lifelong hospitality veteran of hotels, tourism, attractions, and destination marketing organizations.
- ✓ Economic Development Partner-Certified Economic Developer with 30+ years of leadership experience.
- ✓ Inclusion & People Experience Partner Dedicated Diversity, Equity, & Inclusion oversight & 25 years of diversity recruiting experience.

### This Engagement Team is UNMATCHED as an executive search partner based on the depth of our team's experience in the tourism industry, understanding of the visitor economy and economic impact, and track record of recruitment success with the networks and connections vital to conduct the most comprehensive, inclusive search for RSCVA.

#### Search Expertise

Our capabilities and reach for a nationwide assignment for RSCVA are supported by our track record of successfully completing hundreds of assignments. Winner Partners' search process is built for optimal outcomes through partnering with clients to gain a deep understanding of their needs while respecting and preserving their brand, culture, and vision for the future. Candidates are valued and treated with respect, demonstrated by our Executive-to-Executive approach. From the first outreach, candidates are connecting with senior, experienced partners who are building rapport, articulating our client's opportunity, and conducting an evaluation process in an accelerated timeframe.





#### **Commitment to Diverse Candidate Options**

Winner Partners values diversity, equity, and inclusion in the workplace. Our internal team composition is reflective of our commitment where we celebrate our individual uniqueness and have used our differences to build a strong, sustainable team. Our Inclusion & People Experience Partner has woven hiring practices designed to attract high-performing women, people of color, and traditionally underrepresented groups into our search process. The result produces robust slates of candidate options for our clients, those who are both interested and qualified for your President and Chief Executive Officer opportunity. The team helps search committees and boards evaluate candidates with a variety of professional expertise, cultural backgrounds, and spectrum of life experiences - those who will help RSCVA be better equipped to respond to future needs.

#### Strategy

For each executive search assignment, Winner Partners conducts research and deep market analysis. This is accomplished in the discovery phase of the process incorporating insights from the board, staff, and stakeholders to ensure we have a complete understanding of the organization – history, present state, and vision for the future. The information gained in these sessions is incorporated with the experience parameters defined by the search committee. Local, regional, national, and international targets are identified. Direct candidate sourcing is complimented by our proprietary databases and leadership networks.

#### Process

Our recruitment process was developed and refined based on extensive years of experience in the executive search and recruiting industry using crucial feedback from our clients. The "team approach" employs a multi-tiered process to screen and evaluate candidates utilizing our partners' specific expertise. Candidates are assessed for the skills and requirements desired for the President and Chief Executive Officer as well as the behavioral characteristics best suited for the role and success of the organization. To further assess the cultural fit with the organization, Winner Partners utilizes a data-driven evaluation of each candidate for this critical leadership role.

#### Guarantee

Winner Partners has a proven track-record in high-caliber searches in the travel and tourism industry. While we do not offer refunds, our standard guarantee to our clients includes:

- ✓ A one-year, no-fault guarantee for our placements: If the placement leaves for any reason within the first twelve months, Winner Partners agrees to perform a replacement search at no charge.
- ✓ After completing a search for RSCVA, your organization would be "off-limits" for future recruiting efforts by Winner Partners, a commitment seldom practiced by our peers.

Leadership changes can be challenging, but they also present an opportunity for forward-thinking organizations to make healthy changes. The team at Winner Partners will ease the process for your President and Chief Executive Officer search backed by a tried-and-true recruitment process successfully executed for numerous clients. Our proposal provides details about approach, experience, process, client references, and pricing.

We welcome the opportunity to assist you with this critical hiring need. For questions or additional information, I am available at 724-831-1060 or <u>tina@winnerpartners.net</u>.

Respectfully Submitted,

nurrer

Tina M. Winner Managing Partner Winner Partners



### Winner Partners The Firm

Winner Partners was established in 2017 by Tina Winner & Steven Oberhoffer capitalizing on their core desire to build a firm devoted to helping clients and candidates equally. The responsibility associated with career decisions, and therefore lives, is one they take very seriously. Tina and Steven created a professional recruitment solution and process to identify and qualify candidates in an accelerated timeframe to meet the growing requirements of clients needing top talent quickly. The firm's methodology incorporates a respected, transparent candidate process addressing the challenges associated with keeping candidates engaged, interested, and informed while they navigate a search effort.

In the quest to provide clients with the best team to identify specific talent needs, Winner Partners leaned on their extensive network of industry and functional experts to power a team that is unrelenting in ensuring clients and candidates are matched appropriately. These experts known as our Partners on Demand® are activated to enhance our process as a consultative resource with a detailed and thorough understanding of the experience, leadership, background, and training necessary for leadership roles such as the President and Chief Executive Officer of RSCVA.

For the RSCVA President and Chief Executive Officer search, our engagement team will consist of two senior executive search partners as well as our Destination Marketing & Tourism Partner, our Economic Development Partner, and our Inclusion & People Experience Partner.

Tina Winner, co-founder and managing partner, will serve as the lead consultant and principal point of contact for RSCVA during the President and Chief Executive Officer assignment.

Winner Partners will aid RSCVA and its designated staff as a technical advisor to ensure the search for a new President and Chief Executive Officer is conducted in a thorough and professional manner. Our approach has been embraced by forward-thinking organizations who require an executive search partner with an extensive reach and a clear understanding of their needs.



### Industry Leaders at your Service

**Tina Winner** is the Co-Founder, Managing Partner based in St. Petersburg, FL. Her experience includes 17 years in the executive search industry specializing in senior-level recruiting and career design guidance. She assists clients and candidates across multiple industries drawing on her early career in the life sciences and healthcare industry with a global injectable pharmaceutical manufacturer and a national clinical laboratory. She is actively involved with national and international organizations such as the Centre Club, Women in Tourism - Tampa Bay, the Ohio Travel Association, International Economic Development Council, and International Downtown Association. Tina earned Cornell University's Certificate in Women's Entrepreneurship in 2022.

**Steven Oberhoffer** is the Co-Founder, Managing Partner based in Baltimore, Maryland. Steven utilized his extensive knowledge of the executive search industry to build the foundation of the firm's infrastructure and proprietary recruitment methodology. During Steven's career, spanning over 2 decades, he developed a passion for helping both candidates and clients realize the benefits of making positive career decisions. Prior to launching Winner Partners, Steven spent several years as a partner with one of the largest, global executive search firms where he met Tina Winner. Steven attended DePaul University with a major in communications. He served on the board of directors and was a founding member of a fundraising organization supporting youth arts.

**Martita Mestéy-Durruthy** is the firm's Inclusion & People Experience Partner. For 20 years, she has designed unique practices to recruit, hire, and represent high-performing women and underrepresented groups. Martita leverages her multicultural experience and background to execute a US-based recruitment strategy with a global mindset. A fluent bilingual communicator, she has been a cited resource for several publications on career preparation and transition. She is a member of the National Society of Hispanic MBAs, National Black MBA Association, ALPFA, the National Society of Black Engineers, Information Technology Senior Management Forum, and a national officer for National Sales Network. Martita is based in Fort Lauderdale.

Dennis Tracy is Winner Partners' Destination Marketing & Tourism Partner. He is a life-long hospitality industry veteran representing destinations, world-class hotel properties, and unique attractions. Dennis' experiences with vibrant organizations have welcomed hundreds of attendees and stimulated local economies via visitor spending. Armed with the Certified Destination Management Executive (CDME) distinction, the tourism industry's highest individual educational achievement, Dennis is uniquely equipped to assist clients with his industry knowledge, network, and connections. His experience includes:

- Senior Leadership, Destination Sales, Marketing & Services Visit Jacksonville, Florida
- ✓ Senior Leaderships Destination Sales, Marketing & Services Little Rock Convention & Visitors Bureau
- ✓ Senior Leadership/National Sales Representative Greater Cincinnati Convention & Visitors Bureau
- ✓ Director of Sales Cincinnati Museum Center
- ✓ Director of Sales/National Accounts Westin Hotels

Ronnie L. Bryant is our Economic Development Partner with subject-matter expertise from a 30+-year career in Economic Development. Ronnie now focuses on executive coaching, organizational management, and board development/training for top-level corporate and not-for-profit managers through his consultancy based in Charlotte, NC. As a Certified Economic Developer (CEcD) and past chair of the International Economic Development Council, he provides valuable leadership perspectives for our clients in the economic development ecosystem, public-private partnerships, the broader not-for-profit space, and those in the corporate, private sector. His experience includes:

- ✓ President & CEO Charlotte Regional Partnership
- ✓ President & COO Pittsburgh Regional Alliance
- ✓ Senior Vice President St. Louis Regional Chamber & Growth Association
- ✓ Vice President of Economic Development Greater Shreveport Chamber of Commerce









### Our Process: The Search Foundation, The Search Strategy, Selection, Onboarding, and Follow Up

#### The Search Foundation

Partnership

Discovery & Intake Phase

Recruitment Brochure for the President and Chief Executive Officer Opportunity with RSCVA The search begins as a partnership between RSCVA and the engagement team. The engagement team will direct the mission of getting to know the organization, board, staff, and its key stakeholders.

Communication between the search committee and the engagement team is critical. At the commencement of the search, a timeline with a communication plan is developed in concert with the search committee which will guide the search process, tracking objectives, dates, milestones, and reporting criteria.

The engagement team meets with the search committee, board members, staff, and key organizational stakeholders for discovery sessions. Through the discovery sessions, we develop critical insights regarding the history and legacy of the organization and its leadership, as well as current state and perception of RSCVA in the community and marketplace. We will learn the vision and future of the organization. The discovery sessions assist us in developing the basis of a leadership profile for the next President and Chief Executive Officer including skills, experiences, and behavioral attributes crucial for the success of the next leader. This phase creates a transparent search environment and an opportunity for stakeholders to understand the search, contribute their valuable insights, and establishes support for the process.

Information gathered during the discovery and intake phase, assists the engagement team in creating a marketing document for the President and Chief Executive Officer opportunity with RSCVA – the recruitment brochure. A developed recruitment brochure shares your story to prospective candidates and national centers of influence. The recruitment brochure conveys the organizational structure, culture, performance expectations, and vision for the future. The recruitment brochure outlines candidate skills, experience, personality, and behavioral characteristics required to operate successfully in the organization and with its members, stakeholders, collaborators, and prospects.



#### The Search Strategy

**Research and Recruiting** 

Winner Partners' Candidate

**Evaluation Process** 

# The engagement team generates a robust search strategy to identify appropriate sources of quality candidates. Targets are determined based on the skills and experiences necessary to meet the expectations of RSCVA. The search strategy is focused on the region RSCVA serves and quickly expands nationally. Target organizations may include (but are not limited to) leading tourism authorities and agencies, convention & visitors bureaus, destination marketing organizations, industry and professional associations, nonprofits, and private and public-sector leaders with specific alignment to RSCVA.

Market research executed through our search strategy casts a "wide net" to identify candidates with multi-functional and cross-industry experience balanced with natural leadership, collaborative nature, and ability to convene competing groups. Our inclusive recruiting efforts deliver candidates with a broad spectrum of backgrounds and experiences providing RSCVA with truly comprehensive and diverse candidate options.

Direct recruitment of candidates produces the best results. The team will access industry contacts, proprietary databases, networks, associations, and professional connections for this effort. Strategic advertising will augment our efforts and will be determined with the search committee.

Candidates deemed qualified are evaluated utilizing:

- ✓ Multi-tiered, behavior-based interviewing techniques providing wellrounded, personal assessments. Multiple members of the engagement team interview each candidate to obtain career history, leadership experience, industry expertise, and specific examples of their skillset using developed standardized questions based on the candidate profile for the President and Chief Executive Officer. We assess and report each candidate's motivations and driving interests for a career move.
- ✓ A written essay is requested from each candidate. The essay focuses on relevant topics, specific experiences, and leadership philosophies. The essay serves as a reflection of the candidate's communication and writing style and is designed to display critical-thinking skills.
- ✓ All candidates are evaluated with an unbiased process. This includes candidates identified by Winner Partners, the RSCVA search committee, RSCVA staff or stakeholders, and applicants. Any internal candidates expressing interest will be included and uniformly evaluated. Highly qualified candidates are presented to the search committee in a uniform, easy-to-read candidate profile. The candidate profile includes a detailed evaluation summary completed by the engagement team, compensation expectations, relocation factors, as well as the written essay, and resume.



The Selection Process

#### **Candidate Selection** The engagement team organizes the candidate selection process in close coordination with the search committee providing support and guidance. The team coordinates scheduling of candidates invited to participate in the interview process with the search committee. Candidates not moving forward in the process are communicated status updates as appropriate. **Interview Facilitation** One or two members of the engagement team facilitate candidate interview sessions. Winner Partners provides RSCVA with tools for data collection during the interviews to assist the search committee with the best opportunity to make an informed, data-supported hiring selection. **First-Round Interviews** We recommend the search committee interview the top 5-7 candidates in the first round. The interview format employs structured, behavior-based questions. The engagement team assists the search committee with options for behavior-based questions and tools to use in data-supported interview sessions. The engagement team works with the search committee on deliberation to narrow the candidate selection for finalists. **Finalist Referencing** Comprehensive referencing for finalist candidates includes a 360° evaluation from subordinates, peers, superiors, and board of directors. These discussions provide valuable insight into our understanding of the candidate's management, leadership characteristics, and professional work performance. Winner Partners' vigorous referencing of finalist candidates is an additional safeguard to ensure clients are armed with critical data to avoid costly mishires or poor cultural fits which may be missed during traditional interviews. **Background Verifications** Background verifications are conducted at this time for finalist candidates by Background Experts. Our background screening includes County Criminal History, Credit (Employment) Report, Education Verification, Federal Bankruptcy History, Multijurisdictional Criminal History, Statewide Criminal History, Address to Criminal History (10 year), Address to Statewide Criminal History (10 year), Nationwide Sex Offender, and a Social Intelligence Report. **Finalist Interviews** Finalist interviews with 2-3 candidates consist of candidate presentations on topics selected by the search committee and may incorporate a brief social reception (breakfast, lunch, mixer). We have found this approach, utilizing an expanded audience of additional board members or key stakeholders to the organization (by invitation only), affords the search committee additional insight on the finalists' ability to present to and collaborate with diverse groups. This is an opportune time to interact with and incorporate staff interviews as appropriate. Relocation In a relocation scenario, Martita Mestéy-Durruthy also serves as the family concierge to ensure the needs of the candidate and their dependents are met. Winner Partners proudly partners with Berkshire Hathaway Home Services (BHHS) for relocation services to conduct a needs assessment with the candidate to provide support for a relocation. Martita and BHHS coordinate action plans and familiarization tours to identify neighborhoods, schools, or other amenities required/desired by prospective candidates and their dependents. Through our partnership with BHHS, RSCVA candidates will have access to their suite of moving products, services, and discounts at no additional charge.



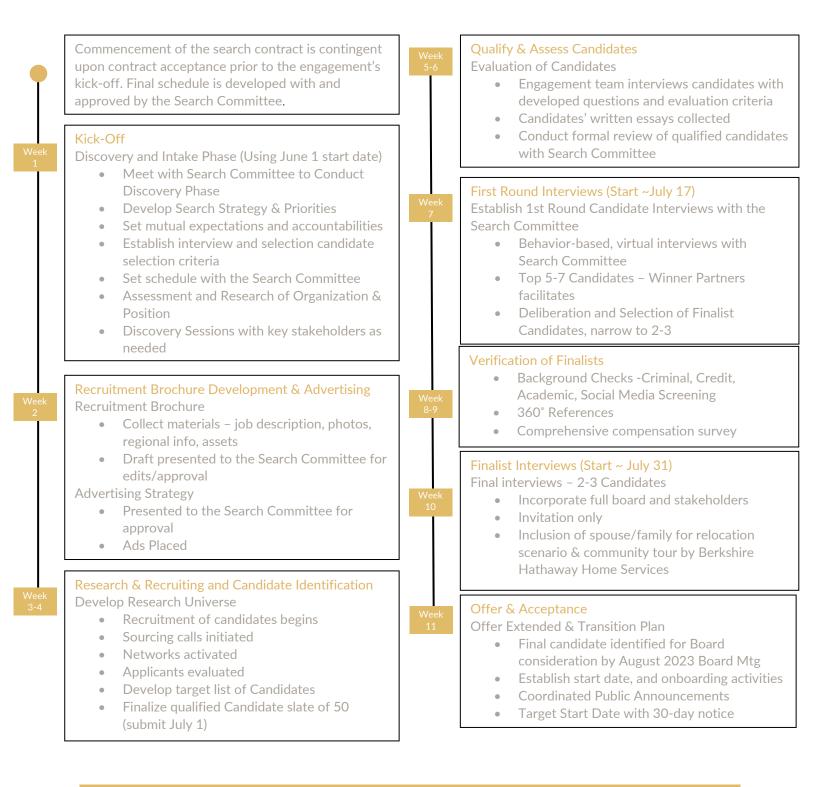
#### Onboarding & Follow Up

Offer & Negotiation	The engagement team provides the search committee with a comprehensive compensation review for the finalist candidates. This information guides the offer and includes comprehensive compensation details, relocation specifics, family requirements/desires, start dates, and specifics regarding employment agreements. The engagement team facilitates additional steps to the hiring like coordination of the resignation, pre-employment testing requirements, and drafting employment agreements as well as directing the offer and negotiation process.
Onboarding	Winner Partners is invested in the ultimate success of each candidate placed and has built a process to support the best outcomes for our clients. The engagement team works with the client and the hire to establish a timeline for transition. We remain closely aligned with client and the hire for onboarding activities during the first critical 90 days and tapering to less frequently as the placement becomes more integrated over time. We identify any key areas of improvement or specific initiatives to ensure a smooth changeover.
Guarantee	The rigorous evaluation process by Winner Partners safeguards our clients against costly mis-hires. We realize, however, there may be factors beyond vetting and interviewing that could lead to a hire leaving or a client discontinuing the relationship. While we do not offer refunds for services provided, we do offer a one-year, no-fault guarantee for our placements: If the placement leaves for any reason within the first twelve (12) months, Winner Partners agrees to perform a replacement search at no charge (only search-related expenses).
Non-Solicitation Commitment to RSCVA	Winner Partners offers a non-solicitation commitment to our clients. After completing a search for RSCVA, your organization will be "off-limits" for future recruiting efforts done by Winner Partners. We respect the trust you have placed in us as well as our ability to source candidates outside our client base.

. .

### WINNER

### Preliminary Timeline Proposed Time to Offer & Acceptance: Under 80 Days





### Professional Fees & Terms

Professional fees for executive search are calculated on a percentage of the hire's projected first-year, total cash compensation and includes reimbursement for search-related, direct, and indirect support expenses.

For the President and Chief Executive Officer search for RSCVA, Winner Partners *proposes a fixed, professional fee* of \$80,000 (plus preapproved, direct expenses). Our proposed professional fee includes indirect support expenses to help RSCVA budget for the search and control expenses.

Indirect support expenses included in our professional fee include comprehensive referencing, background verifications, and DISC assessments for finalists.

Direct Expenses include candidate and Winner Partner travel and advertising. Direct search expenses are preapproved by RSCVA and billed at cost.

#### Professional fee is billed in three (3) installments:

Initial, non-refundable retainer to begin the assignment	\$26,667	Total Professional Fee:
• The 2nd installment generated when initial candidate slate is presented (~45 days)	\$26,667	\$ 80,000
• Final installment is sent upon acceptance of an offer by the candidate	\$26,666	

#### Estimated direct search expenses:

Search Discovery Visit	\$3,500	Estimated Direct
Candidate & Consultant Travel for Finalist Interviews (2 finalist candidates)	\$8,000	Expenses: -\$14,000
<ul> <li>Suggested Advertising (Destinations International, USAE, MPI, DMA West, Southeast Tourism, DMO Proz)</li> </ul>	\$2,500	-914,000



The following are representative samples of our body of work. Our references are available for questions about the quality of our work.



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President & CEO
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Search Committee led by Search Chair Robert Miller – Buchalter Law Firm 602-550-8380 rmiller@buchalter.com



Search Committee led by Search Chair Corey Pearson– Three Rivers Convention Center 509-378-8185 cpearson@3riverscampus.com

Visit Phoenix is a non-profit organization founded in 1967 to promote the Greater Phoenix community to a global audience of travelers and secures conventions for the Phoenix Convention Center, area hotels, and resorts. Visit Phoenix cultivates and maintains relationships with convention and meeting planners, journalists, and influencers as well as travel agents and tour operators.

The Board sought a President & CEO who was a visionary leader, skilled relationship builder, and an expert nonprofit manager to showcase Phoenix as the heartbeat of the state and region with a high-energy team of 50 professionals and budget of \$16M.

Phoenix is the largest capital city in the US where visitors spend more than \$21.3 million per day.



President & CEO

Search Committee led by Search Chair Matt Schuffert – Hard Rock Casino 219-898-1567 matthew.schuffert@ hrcnorthernindiana.com

South Shore Convention and Visitors Authority supports the hospitality industry and its partners as the official destination marketing organization for Northwest Indiana. The Board of Directors aimed to identify a President & CEO to develop the convention and visitor industry through the marketing and development of the county from a convention, sports, gaming, and special interest travel segments. The ideal candidate profile was an innovative leader, a collaborative partner, and community champion to advance the organization with a team of 12 professionals serving 18 municipalities in the region.

South Shore CVA highlights the diverse and unique assets for the leisure and business traveler as well as the region's 500,000 residents on the south shores of Lake Michigan.

Visit Tri-Cities, a 501(c)6 destination marketing organization, represents the region and its 300,000 residents. The metropolitan area known as "Tri-Cities" consists of the major communities of Kennewick, Pasco, Richland, and West Richland in southeast Washington.

The Search Committee aimed for a President & CEO who would promote inclusion, value innovation, and operationalize the inspiration that comes from working with residents to understand the visitor economy and to promote the visitor experience.

The President & CEO leads a team of committed team of 13 to make the Tri-Cities bigger, bolder, brighter, better and "more cool" through tourism.



Search Committee led by Board Chair Kelly Buntrock – First Interstate Bank 605-431-8804 kelly.buntrock@fib.com

Visit Rapid City is a not-for-profit, destination marketing organization dedicated to promoting leisure travel, special/sporting events, reunions, meetings and conventions, group travel and tours to Rapid City and the Black Hills region.

The Search Committee sought a President & CEO who was a visionary leader, community champion, and active convener with an ability to band with business, cultural, government, and community partners to define and deliver a rich, authentic experience where natural resources, historical heritage, famous landmarks, and urban pleasures collide.

Tourism directly supports more than 30,000 jobs in South Dakota and generates \$3.4 billion in annual visitor spending statewide.

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### Summary

Expertise & Experience	Winner Partners has expertise and experience in executive search and recruitment as well as a track record of successful placements with search committee-led assignments. The engagement team has completed hundreds of assignments, led tourism, hospitality, attractions, community and economic development organizations, nonprofits, served on boards of directors, and has a dedication to clients serving their communities.
Team is Unmatched	Our engagement team is unmatched with relevant industry expertise, recruitment proficiency, candidate access, and devotion to diversity, equity, and inclusion.
Access to Talent	The engagement team has developed networks and connections to candidates with the President and Chief Executive Officer qualities and functional skill sets required by today's leaders: Those leaders who bring the behaviors, temperaments, and likeability along with extensive relationships, industry and market knowledge, and access to thought leaders.
Recruitment Strategy	The research-based approach by our team provides proven tools to identify leaders who understand organizational metrics and performance. The members of the engagement team are known thought-leaders in the industry and have close connections to elite candidates and high-potential, emerging leaders who may be overlooked in traditional recruiting scenarios.
Data-Driven Tools	Our search process incorporates comprehensive screening tools and techniques to uncover the depth of candidate experiences, areas of development, and motivations for making a career move. The search committee will have an unmatched, expert opinion of the candidate's strengths,

Value to RSCVA Not just for the search but also for the long-term success of RSCVA, our size, resources, and expertise position us as a valued partner for RSCVA. Our well-honed search process combined with national knowledge leadership in the travel, tourism, and hospitality industry along with our one-year, "no-fault" guarantee provides RSCVA with the best collaborative team and recruitment process to identify your next President and Chief Executive Officer.

weaknesses, and potential blind spots.

We look forward to the opportunity to serve as your executive search partner and to represent Reno-Sparks Convention & Visitors Authority!

Thank you for the opportunity to present our credentials.



### Agreement

April 25, 2023

Jose Martinez Director of Facilities Operations Reno-Sparks Convention & Visitors Authority <u>imartinez@renotahoeusa.com</u>

RE: President and Chief Executive Officer - Reno-Sparks Convention & Visitors Authority

Dear Mr. Martinez:

We are pleased to confirm the arrangements under which Winner Partners, LLC (Winner Partners) is to conduct a search to recruit the President and Chief Executive Officer for Reno-Sparks Convention & Visitors Authority. (Client).

We are guided by your desire to have this individual located as quickly as possible. Work on the assignment will begin immediately upon our receipt of a signed copy of this agreement.

Search Responsibilities and Deliverables

- Pre-Search Consulting
- Recruitment Brochure Development
- Search Strategy & Priorities
- Research, Recruiting, and Candidate Identification
- Candidate Summaries with Interview Assessments, Writing Sample, and Resumes
- Initial & Regularly Scheduled Status Updates
- Facilitation of Virtual and In-Person Interviews
- Background Checks & Candidate Reference Verifications for Finalists
- Offer Negotiations and Acceptance
- Onboarding

#### Engagement Team

The core team dedicated to Client includes:

- Tina Winner Engagement Manager to the client
- Steven Oberhoffer Recruitment, Search Strategy and Execution
- Dennis Tracy Destination Marketing & Tourism Partner
- Ronnie Bryant Economic Development Partner
- Martita Mestéy-Durruthy Inclusion & People Experience Partner

#### **Professional Fees**

Our professional fee is set at a flat fee of \$80,000 total (plus preapproved, direct expenses) and is payable in three (3) installments as follows:

- \$26,667 Initial, non-refundable retainer to begin the assignment.
- \$26,667 Upon presentation of the initial candidate slate (~45 days).
- \$26,666 Final invoice upon the acceptance of an offer by the candidate.

If Client hires more than one candidate presented by Winner Partners in connection with this assignment within 12 months, Client agrees to pay Winner Partners an amount equal to thirty percent (30%) of each additional hire's projected first year, total cash compensation.



It is further understood that our search will include the evaluation of any candidates who may have been or may be identified by the Client or its stakeholders, or may be already employed by Client, and that such individuals shall be deemed candidates presented by Winner Partners for purposes of this letter.

#### Expenses

Winner Partners is reimbursed for direct expenses related to the Client's search engagement. Direct expenses include candidate and engagement team travel, lodging, meals, other and reasonable expenses as well as advertising. The Client will be responsible for preapproving direct search expenses which will be billed at cost on a monthly basis.

Indirect search-related, support expenses have been included in the professional fee for the Client.

#### Cancellation

Winner Partners recognizes its client's recruiting needs may change over time. If Client cancels the search by written confirmation within 60 days, we will forward a final statement for our professional fee prorated through the date of cancellation and direct expenses incurred for the search. In no event, shall Client be responsible for less than the first installment plus direct expenses.

#### Guarantee

If the employment of a Winner Partners-placed candidate is terminated (voluntarily or involuntarily) within 12 months from the start date with Client, we will, at your option, refill that position for no additional fee other than any direct expenses incurred.

#### Non-Solicitation of Employees

Winner Partners warrants that we will not recruit from the Client during or after the conclusion of this search engagement without express written permission from the Client's leadership.

#### Confidentiality

Winner Partners will maintain the confidentiality of all proprietary and confidential information supplied by Client, it being understood that proprietary and confidential information does not include, and this obligation will not apply to, any information in the public domain, which is or comes into Winner Partners' possession without an obligation of confidentiality or is required by law.

Client will maintain confidentiality of Winner Partners' terms of agreement, search process, proprietary tools used to conduct and facilitate the President and Chief Executive Officer search. Client, and by extension the Client's board of directors, will ensure confidentiality of all data shared regarding prospective candidates including but not limited to candidates' identity, current employment and history, background information, compensation, etc.

If you are in agreement with the terms and conditions as stated above, please sign and return a copy of this letter to me as our formal authorization to proceed.

I appreciate the confidence you have placed in Winner Partners and look forward to partnering with you.

Best regards,

Tina Winner Managing Partner

Winner Partners, LLC

Accepted:

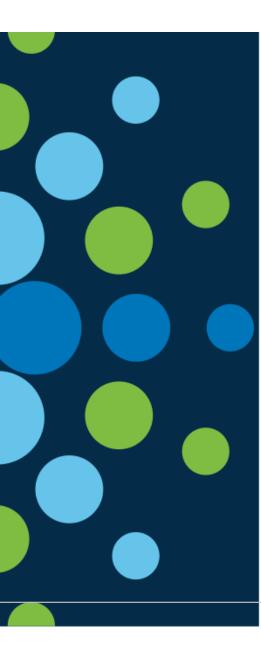
Jose Martinez- Director of Facilities Operations Reno-Sparks Convention & Visitors Authority Date

### Connecting with Reno-Sparks Convention & Visitors Authority

Presented by Andrea Bricca, Managing Partner, Nevada Christine Greybe, President, Leadership Consulting Heather Smith, Partner, Board & CEO Jessica Bayer, Managing Partner, Corporate Affairs and Communications



### RenoTahoe



### **DHR Global Highlights**

- Global Large Executive Search Reach and Resources: Innovative organizations are more frequently hiring CEO's outside of the direct competitor candidate pool. Diversity of experience is extremely important, and as a large executive search firm, we will bring you not only CEO candidates within your space, but CEO candidates who are the best in class, with relevant but diverse backgrounds.
- Stakeholder Involvement: Our far-reaching experience has proven that we not only know what is happening, but we have a stake and a deep commitment to our clients. Our team approach is to partner with the Search Committee in all aspects of the search.
- **Reporting and Communication:** Our proprietary database allows for constant access to up-to-date search information, and our team prides itself on being in regular communication with our client.
- **Personal Service:** DHR is proud of providing a high-touch level of service, focused on quality. DHR Partners are engaged in every step of the search process, sharing expertise and showing a commitment at the highest level.
- **Guarantee:** DHR believes in great work, and our two year guarantee ensures our clients' risk related to candidate longevity is mitigated.



### The DHR Difference

Global Footprint with Local Knowledge Committed to Diversity, Equity & Inclusion Over 20 Industry and Functional Practice Areas



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### Always Connected.

Where and when you need us.

#### **Custom-tailored solutions**

A "global boutique" firm with services designed to meet each client's need

Creative and flexible partnership Partners empowered to work closely with clients across a wide range of services

High-touch experience Senior-level professionals you trust who are hands-on in your search

### **Effective and efficient process** Organized, transparent process with regular process reporting

### Award-winning service & culture

Recognized as one of Forbes America's Best Executive Recruiting Firms and an Inc. Best Workplaces winner



### **DHR** by the numbers

160+

**Global Partners** 

50+

Offices around the globe

83%

Repeat business

94 days

Average completion rate



### Committed to Diversity, Equity & Inclusion

99%

of candidate slates presented to clients are diverse 34%

of DHR Partners are diverse and have built relationships across diverse networks

42%

of executives placed by DHR are women – which exceeds industry standards **49%** 

of all searches were filled with diverse candidates in the last two years



### The expertise to complete a search successfully.

Our practice groups are comprised of experts who possess significant industry knowledge and key relationships. These unique capabilities enable us to meet client needs quickly and effectively.

Coupled with strong internal collaboration and original research, we approach each search with the best tools and intelligence possible.

### Industry Practice groups:

- Advanced Technology
- Business & Professional Services
- Consumer, Retail & Hospitality
- Education
- Financial Services & Fintech
- Healthcare
- Industrial
- Infrastructure & Energy Funds
- Life Science
- Media & Entertainment
- Nonprofit
- Private Equity
- Real Estate
- Sports

### Functional Practice groups:

- Board & CEO
- Commercial Growth
- Corporate Affairs & Communications
- Diversity
- Finance
- Human Resources
- Legal
- Supply Chain
- Technology



### The DHR Global Team

The lead consultant for this search assignment will be Andrea Bricca, Managing Partner, Las Vegas. She will be supported by Jessica Bayer, Managing Partner, Corporate Affairs and Communications Practice and Heather Smith, Partner, Global Board & CEO Practice. Andrea will guide the process and be a strategic partner to the board and search committee at every juncture. All team members will be in direct communication with the search committee and designated liaison. Christine Greybe will lead the Onboarding project and support any additional Leadership Consulting services required.



Andrea Bricca Managing Partner, Las Vegas



Christine Greybe President, Leadership Consulting



Jessica Bayer Managing Partner, Corporate Affairs and Communications



Heather Smith Partner, Board & CEO





## Our Approach to Executive Search

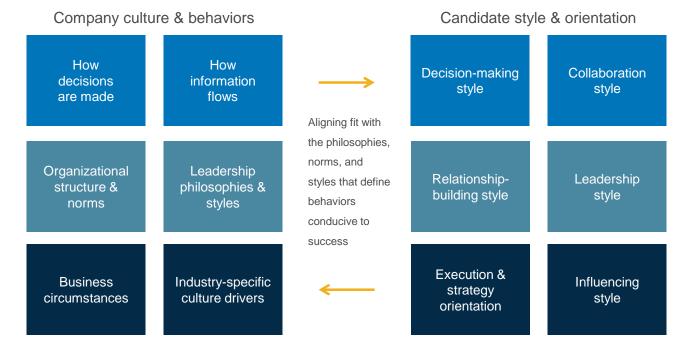


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### Focus on Culture

Organizational / Candidate Compatibility is Vital to Successful Executive Selection

#### **Competency-based assessment**





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DHR and the Search Committee will establish and document a timeline to ensure a comprehensive and thorough search. A sample search timeline below will indicate roles, responsibilities, and dates for meetings and deliverables.

Our timeline has been designed around the critical needs of the Reno-Sparks Convention & Visitors Authority. We build in the flexibility required for the most complex national search efforts based on organization need.

### Initiate

#### Weeks 1 to 3

#### **Assessment and Research**

- Conduct constituent board interviews
- Share whitepaper findings
- Finalize position specification
- Develop search strategy and priorities
- Organize and execute search strategy

Identify
Weeks 2 to 5

#### **Identify and Develop Candidates**

- Contact sources and potential candidates
- Initial candidate phone screens focusing on critical competencies, cultural fit
- Regular progress reporting and search calibration via email and online client portal
- Develop and prioritize top prospects of critical competency and culture fit, based on feedback

#### Qualify Weeks 6 to 9

#### **Qualify Candidates**

- Heavy recruiting continues of top prospect and candidates
- Analyze comprehensive competencybased interview and assessment results
- Conduct detailed referencing around critical competencies
- Consistent communication with candidates and client, with option to use DHR's online client portal

### Select

#### Weeks 9 to 12

#### **Candidate Selection**

- Establish candidate meetings
- Debrief competency evaluation and assessment results with client
- Review feedback to determine finalists
- Conduct in-depth referencing around critical competencies and format background checks
- Present finalist candidate to the full board for approval
- Offer negotiations and candidate counseling

### How we work

#### Your brand becomes our brand

Our team is an extension of your brand, learning your values and living them in every interaction with you and potential candidates.

#### Work smart, and agile

Starting with a clear job outline, we use an agile, interactive approach based on market feedback that doesn't rely on a one-size-fits-all formula.

#### Transparency is key

We regularly report on progress and host search update discussions, so the search maintains momentum and remains on track.

### Partner to find solutions

Each search has its unique needs, and we adopt a partnership approach in solving hiring issues at the most senior levels.





### **Triple Check Assessment**

The triple check approach helps clients glean a detailed view of the candidate's strengths, weaknesses, blind spots, developmental needs and cultural fit.

#### Competency Based Interviews

- Provides alignment with client on the 5-7 critical competencies essential for success in a role
- Evaluates candidate's past performance to more accurately predict future behavior
- Assesses candidate's fit through structured behavioral interview questions

#### Leap Leadership Assessment

- DHR's proprietary assessment tool developed by Columbia University PhDs and verified by leading organizational psychologists
- Measures leadership traits
   & preferences
- Helps assess cultural fit

#### 360 Degree Referencing

- Provides structured referencing
- Allows input about candidates from peers, direct reports, managers, and supervisors
- Verifies hunches and asks targeted follow up questions

Supplemental assessment tools are available to evaluate candidates on a variety of dimensions including personality, reasoning, and emotional intelligence – such as Hogan, McQuaig, SHL, and others



### The Leadership Assessment Profile

Developed and verified by leading organizational psychologists, DHR's proprietary, online psychometric assessment tool, Leap, was specifically designed for executive recruitment.

### Powerful & Insightful

Developed to be a highly accurate, reliable and validated instrument

Focuses on leadership style and preferences of top candidates

#### Considers Fit

Helps clients understand cultural compatibility and future potential of highly experienced candidates

#### Convenient & Easy

Provides a user-friendly, online experience for search candidates

Easy-to-interpret results

#### Intelligent Design

Illustrates preferences across nine leadership dimensions: Outlook | Thinking Style | Risk Tolerance | Influence | Recharging | Curiosity | Work Style | Social Motivation | Autonomy

#### Integrated with Search

A key piece of the DHR Triple Check Methodology

Easily integrated into candidate reports, which also includes competency-based interviews



### Framework for Effective Partnership

Company & Industry Knowledge	Growth DNA & Expertise	Access to Talent	Best Team Approach	Credible & Experienced	Two-Year Guarantee
Invested in learning your culture	Building teams for next-level companies	Successfully sourcing top leaders	Global team, local focus	Engaging senior leaders	Invested in your success
We work with you to understand cultural attributes and nuances.	We understand how leaders preserve the DNA of a brand while building structure for growth.	Our team sources, develops, and assesses leaders on technical and cultural fit – with minimal off-limits restrictions.	DHR consultants have successfully conducted hundreds of executive searches for public, private, PE and VC- backed companies.	We have the network and credibility to share your company's story and unique value proposition with top- quality candidates.	Offering the industry's only two-year guarantee.



### Framework for Effective Partnership

Business, Culture, Strategy	Global Team, Local Focus	Trusted Talent Guidance	Keeping You Informed	Future Ready Leaders	Right Candidates, Right Now	Positive Candidate Experience
The DHR team strives to deeply understand your business so we can credibly communicate your value proposition to top candidates.	Our teams are built with your needs in mind. Your talent advisory team will include consultants who know your unique challenges and opportunities.	DHR is committed to providing the talent advice clients need to make good hiring decisions, with integrity and confidentiality.	Clients ask for our active advice and counsel on issues such as market feedback, compensation and internal inconsistency, when noted.	DHR's brand, industry and functional expertise, and relationships enable access to leading talent on a worldwide basis. We know and track leading talent.	We consistently deliver the right candidates, fast. In addition to search expertise, we also help you assess candidates to ensure a great match.	Candidates appreciate our consistent communication, ease of scheduling, robust and vigorous interviews, timely preparation and extension of offers, and commitment to on-boarding and executive development efforts.



### **Representative Assignments**



DHR's relevant experience is in conducting searches, proven successful over time, with boards of organizations seeking to enhance their impact by appointing dynamic, visionary executives. We believe most relevant experience is not in how many similar searches have been completed, but in our experience and track record recruiting excellent leaders to organizations.

Executive search is 80% technique – managing the process, managing the Search Committee's expectations, keeping the Board apprised of progress, ensuring that all logistics and details are handled professionally, continually communicating with clients and candidates, taking creative strategic approaches, and most importantly, tirelessly recruiting the right set of candidates.

The following is an abbreviated and partial list of related search experiences in the last few years.



#### **Arizona Charter Schools Association**

•Chief Executive Officer A nonprofit membership and professional organization that advocates and strengthens the autonomy, equity, and quality of Arizona's diverse public charter schools.



#### BCW

•North America Chief Executive Officer The global communications agency moving people to move you forward.



#### **Columbus Zoo and Aquarium**

•President / CEO Central Ohio's number one cultural attraction, a multi-faceted educational resource and a proactive leader in wildlife and habitat conservation.



#### Consolidated Hospitality Supplies

•Chief Executive Officer A multi-brand, shared-services hotel distribution company, and a leading provider of OS&E.



#### **Detroit Institute for Children**

•Chief Executive Officer Provides specialized diagnostic and rehabilitative care for children with special needs.



#### Hilton

•Vice President, Internal Communications One of the world's largest, fastest-growing hospitality companies.



#### International Game Technology

Chief IP Counsel
General Counsel
A multinational gambling company that produces slot machines and other gambling technology.



#### L.L. Bean

•Vice President, Corporate Communications A leading multi-channel merchant of quality outdoor gear and apparel.



### **Representative Assignments**





#### **Make-A-Wish Foundation**

 Chief Executive Officer - Make-A-Wish Central & Western North Carolina
 The Make-A-Wish Foundation® has given hope, strength and joy to

The Make-A-Wish Foundation® has given hope, strength and joy to children with life-threatening medical conditions since 1983.



#### McDonald's

•Senior Director, Brand Communications The world's leading global foodservice retailer with over 37,000 locations in over 100 countries.



#### **National Cattleman Beef Association**

•Vice President, Communications The marketing organization and trade association for America's one million cattle farmers and ranchers.



#### OmnicomPR Group

•Global Chief Executive Officer Omnicom PR Group (OPRG) brings together more than 5,000 of the best minds in the communications industry to deliver meaningful, measurable results for clients.



#### **Renown Health**

Compliance Officer
 General Counsel
 Northern Nevada's largest not-for-profit health network and a nationally
 recognized healthcare leader.



#### **Scientific Games Corporation**

•TA Director A global leader in retail and digital products, technology and services that drive profits for government-sponsored lottery and sports betting programs.



#### **Tennessee Performing Arts Center**

 President / CEO
 A nonprofit dedicated to providing and supporting the presentation of the performing and cultural arts.



#### Travel + Leisure Co.

Director, Internal Audit
 Independent Board Director
 One of the top travel media brands in the world.



#### World Wrestling Entertainment, Inc.

 Senior Vice President, Operations
 An integrated media organization and recognized leader in global entertainment.



### Additional Services



### Leadership Consulting Service Offerings

#### Individual Consulting

#### Diversity Equity & Inclusion

#### Team Effectiveness

Organizational Development

Executive Assessment	Confidently choose the right leader	Workforce Solutions	Culture assessment, recruit and retain programs, talent management	Customized Coaching & Experiential Workshops	Grow and enhance team culture through assessment, feedback, experiential opportunities and coaching	Board Evaluation	Promote effective governance and accountability
Executive Coaching	Enhance individual performance				-113	Structure &	Pragmatic leadership and
High Potential Identification	Elevate business performance through talent	Marketplace Solutions	Diverse market growth, supplier diversity programs, strategic sourcing reviews	Project-based & Advisory Support	Internal team support or customized programs available	Design	talent solutions
Onboarding	Drive success in the first 100 days					Succession Planning	Identify, assess and develop leaders to preserve enterprise value





## **Our Understanding**

The recent departure of the current CEO has prompted the Board to increase its involvement in the onboarding of the incoming CEO using a proven process. The goal is to set expectations to increase the tenure of the role



## **Initial Intake**



Meet with the Board to ensure our understanding of the goals, objectives, and expectations they have for the incoming CEO



Outline an approach strategy for the engagement



CONFIDENTIAL - contains privileged and confidential information and should not be discussed with anybody but the intended recipients.

## Onboarding – Our Process





CONFIDENTIAL - contains privileged and confidential information and should not be discussed with anybody but the intended recipients.

## GLOBAL

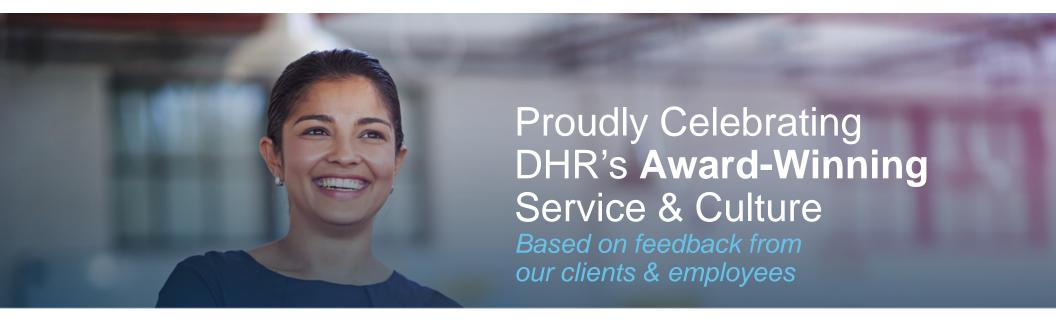
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Fee Structure Inclusive of Onboarding to Ensure CEO Success The standard fee for an executive search conducted by DHR consists of a professional retainer and administrative expenses, plus travel for consultants and candidates and related out-of-pocket costs. Each of these components is dependent on factors not yet known. For example, the fee is based on one-third of the first year's total cash compensation. The administrative expenses are 12% of the fee. Travel expenses are based on the number of candidates interviewed by DHR, the number of meetings DHR will attend in person, and the prevailing costs for transportation at any one time. The client organization is responsible for reimbursing travel and lodging, all of which will be pre-approved by the client. DHR accepts assignments on an exclusive basis and our fee is payable in three installments.

DHR recognizes that its client's recruiting needs may change over time. If Reno-Sparks Convention & Visitors Authority cancels the search by written confirmation, it will be charged the pro-rated amount of the full estimated fee and any direct and indirect expenses incurred. In no event shall the Reno-Sparks Convention & Visitors Authority be responsible for less than the first installment plus indirect and direct expenses. The Reno-Sparks Convention & Visitors Authority may put the search "on hold" one-time, for 90 days. Following that period, DHR may cancel the assignment.

Our record of placed candidates with long tenures and the amount of repeat clients we cultivate speaks to the level of service we provide as an executive search firm. Success is measured not simply by identifying the best candidates. Rather, it is measured by the effect the candidates have on their new institutions. To ensure a successful placement **we will include at no additional charge Onboarding services, working with the Board and CEO over a 3-month period to set the CEO up for success.** 

DHR is the only search firm that offers a **two-year guarantee** on the placed candidate. If the incumbent leaves the organization by his/her own choice or for cause, DHR will conduct another search for no fee. The only exception is if the candidate is no longer able to perform his/her duties due to death or disability.



## AMERICA'S BEST Executive Recruiting Firms



POWERED BY STATISTA





## Conclusion

To ensure finding the optimal CEO for the Reno-Sparks Convention & Visitors Authority, DHR offers you the breadth and resources of a large firm combined with the expertise, experience, and local history of the lead consultant on the search. DHR has significant prior experience in the community foundation and related sectors and a track record demonstrated by our list of clients and placements. The tenure and effect of those placements have contributed to their organizations' success and enhanced the relationships built with our clients. From our previous searches and our existing knowledge of leaders in the field, we have acquired the keen ability to research and identify new contacts and top prospects for this position. We would be pleased to meet with the Search Committee and further discuss our qualifications and approach.

### Contact

Andrea Bricca Managing Partner Las Vegas, NV +1 702 375 9700 abricca@dhrglobal.com Christine Greybe President Leadership Consulting Sherman Oaks, LA +1 818 216 6133 cgreybe@dhrglobal.com Heather Smith Partner Board & CEO Practice Chicago, IL +1 312.782.1581 hsmith@dhrglobal.com

Jessica Bayer Managing Partner Corporate Affairs and Communications +1 202 570 2995 jbayer@dhrglobal.com





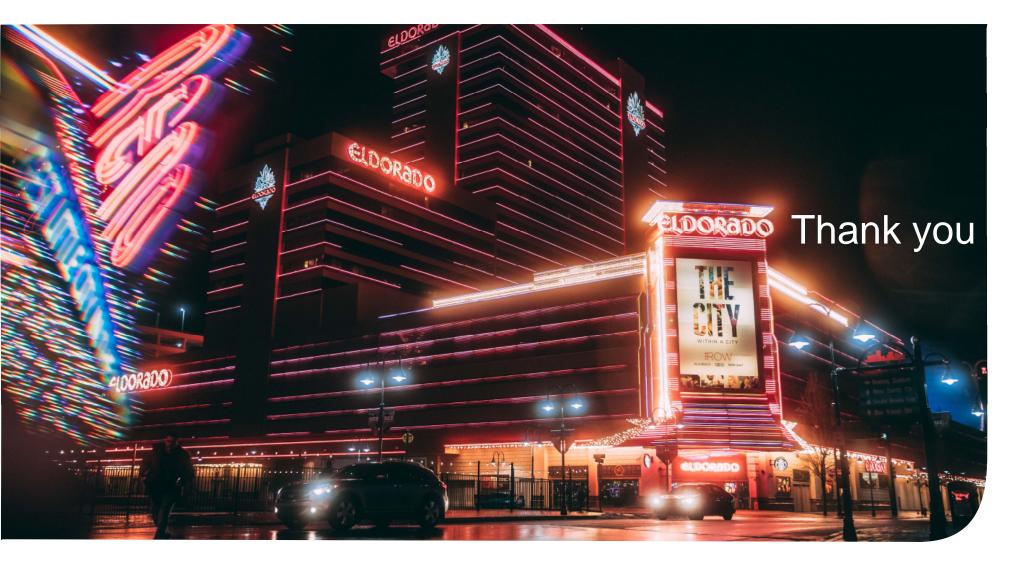
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## **Andrea Bricca**

Managing Partner, Las Vegas

Las Vegas | North America T +1 725-201-7627 abricca@dhrglobal.com

Andrea is Managing Partner of the firm's Las Vegas office, with a focus on the gaming and hospitality sectors and has significant executive search experience. Her search experience in gaming and hospitality includes working with companies that provide associated technologies. Working closely with practice leaders across the organization, Andrea leverages her background having placed high-caliber legal talent, with companies ranging from start-ups to Fortune 100 and in public and private organizations.

Andrea has over 20 years of senior-level search experience. Prior to joining DHR, she served as a Partner with an executive search firm focused on matching law firms and corporations with elite lawyers and legal professionals. Previously, she served as a Recruiter with one of California's top legal search firms. Andrea has been trained in the use of several work behavior assessments, putting her in a great position to partner with DHR's leadership consulting practice.

Additionally, Andrea spent 11 years with AlliedSignal, Inc.(now Honeywell), an American aerospace, automotive and engineering company, where she developed legal and business expertise as Manager of Ethics and Business Conduct in the company's Los Angeles aerospace division and in congressional relations and marketing for the government relations office in Washington, D.C. She also worked extensively with the National Aeronautics and Space Administration (NASA) and frequently spoke on ethics in the workplace.

Andrea earned her Juris Doctor degree from the University of Baltimore School of Law and a Bachelor of Science in journalism from the University of Maryland. She holds an Ethics in the Workplace Certificate from Josephson Institute on Ethics; a Managing Ethics in Organizations Certificate from Bentley College; a Six Sigma Black Belt Certification from AlliedSignal Aerospace Six Sigma Academy; graduated from the AlliedSignal HR University and was recognized with the AlliedSignal Premier Achievement Award for Excellence in Finance. She is an alumna of the Las Vegas Chamber of Commerce's Leadership Las Vegas Program and is active in the local philanthropic community.







## **Christine Greybe**

President, Leadership Consulting

Los Angeles | North America T +1 818 216 6133 cgreybe@dhrglobal.com

President of DHR Leadership Consulting, Christine leads a global team of experts who help organizations identify and develop executives who are ready to take on high-stakes, high-pressure and high-complexity decisions. As an executive search consultant, she helps public and private companies recruit leaders across the C-suite and board and for key functional roles.

Christine joined DHR in 2004 as the Managing Director of Asia-Pacific and has held roles of increasing corporate responsibility, including as a member of the board of directors, President and Head of Global. Her services include assessment and coaching, succession planning, team effectiveness, onboarding and DE&I.

During a key period of growth for the firm, Christine led the expansion of DHR's brand globally, opening offices in Australia, China, Dubai, Hong Kong, India, Korea, Japan, Taiwan, Thailand and Singapore, and supported growth into Europe and LATAM. More recently, she has been a part of the acquisition team providing strategic direction for international operations.

Christine has been quoted in business media including Bloomberg TV, CCTV, China Business News, CNBC Asia, Nikkei Financial Daily, Reuters, Shanghai Business Review and The Wall Street Journal. She was born in South Africa and has a Diploma of Higher Education from Rhodes University. She is fluent in English and Afrikaans and resides between South Africa and Los Angeles with her husband.





### **Heather Smith**

Partner

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As a member of the Board & CEO Practice at DHR, Heather works with clients to successfully place C-level executives, chairmen, CEOs and board directors. She is based in Chicago.

Heather works with public, private and private equity-owned corporations across industries to build and refresh boards and execute CEO succession plans. Bringing knowledge of boards and boardroom risk derived from her experience in the commercial insurance industry, Heather offers a valuable perspective to DHR clients. While at Coregis, a GE Capital insurance subsidiary, Heather served as Head of the Directors & Officers Liability business where she was responsible for the company's most profitable P&L and managed teams in Chicago and New York.

Heather began her career with American Financial Group in Cincinnati. She co-authored a book on employment risk and board exposure with one of the leading employment lawyers in the U.S. She has been called on as an expert in her field, speaking at conferences and consulting with executives on risk avoidance and board member protection. Heather is pleased to have helped thousands of boards safeguard their future, allowing them to focus on critical board responsibilities.

She earned her Bachelor of Science in Business from Miami University. She currently serves on the Auxiliary Board of Rush Hospital and is an active leader with Deloitte's Center for Board Effectiveness and Aspen Institute. She leads board diversity initiatives at Kellogg, Duke and Harvard Business School.





## Jessica Bayer

Managing Partner, Corporate Affairs and Communications

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Jessica serves as the Managing Partner of DHR's Corporate Affairs and Communications Practice, based in Washington, D.C. With a strong, global network and experience leading C-level searches within the communications space, Jessica develops and maintains strong relationships with industry leaders, understands the evolving nature of agencies and is a trusted advisor to her clients.

Prior to joining DHR, Jessica served more than five years as an Executive Director at a communications executive search firm. Earlier in her career, Jessica was Vice President of U.S. Talent Acquisitions with one of the top 10 public relations agencies. She led senior-level recruitment across the agency's corporate, financial, technology, healthcare, consumer, brand marketing and brand marketing and digital practices. Jessica began her search career as senior recruiter with a multinational communication and public relations firm, where she developed business and recruitment strategies.

Jessica has a demonstrated history of recruiting across industries for public relations, communications and marketing roles. Her focus is on corporate communications, consumer and brand marketing, investor relations, talent marketing, media relations, internal communications, public affairs, corporate social responsibility, technology communications, healthcare communications, financial communications, crisis communications, social and digital.

She graduated from Louisiana State University with a bachelor's degree in public relations and a minor in business administration.



# Reno Series Reno Tahoe PRESIDENT **& CEO** SEARCH



## **ABOUT US**

## WINNER PARTNERS Our differentiators will differentiate your President & CEO Search



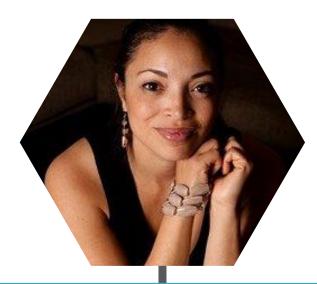
# CERTIFIED BY WOMEN'S BUSINESS ENTERPRISE

## **VINNER** Partners

## **OUR EXPERIENCED TEAM**







## Martita Mestéy-Durruthy

## **Inclusion & People Experience Partner**



VISIT PHOENIX

## **TRACK RECORD OF SUCCESS**

















## **SEARCH FOUNDATION**

## Timeline & Communication Discovery Listening Sessions Marketing Plan







## **RECRUITMENT, EVALUATION, & SELECTION**

- Established Criteria
- Holistic View of Candidate
- Writing Exercise

## Standardized Candidate Profile

## **INTERVIEWS &** BEYOND

## Facilitation

Interview Guide



Tools

## Deliberation

•		•	•	•
		•		-
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-		-	-	
-	-		-	
		-		-





## **Industry expertise**





## QUESTIONS?

## **CONTACT US**



## 724-831-1060



winnerpartners.net



Photos courtesy of Reno-Sparks Convention & Visitors Authority

## **WINNER** Partners



То:	Reno Tahoe Board of Directors
From:	Mike Larragueta, Interim President & CEO
Cc:	Charlene Bybee, RSCVA Board Chair
Date:	July 27, 2023
Subject:	Review, Discussion and Possible Approval of the Fiscal Year 2023-2024 Annual Business Plan

#### Executive Summary

The Board of Directors is being asked to review, discuss and possibly approve the annual business plan, which will provide staff with specific direction, initiatives and goals for Fiscal Year 2023-2024.

#### **Background**

Each year, the RSCVA develops and publishes an integrated annual business 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 on an ongoing basis. The included business plan is based on the Strategic Priorities, Initiatives and Tactics in the current three-year Strategic Plan, approved by the Board on May 19, 2022.

The Board was provided with a draft annual plan prior to the June 22 meeting. Board Members were asked to submit questions, comments and suggestions by July 10, 2023. All suggestions and necessary edits have been made to the document included in this packet.

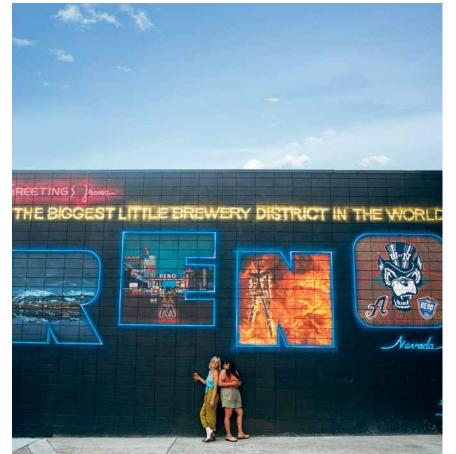
#### Fiscal Impact

Approval of the annual business plan will not incur expenses in addition to the FY 2023-24 approved budget.

#### **Recommendation**

Staff is recommending approval of the Fiscal Year 2023-2024 Annual Business Plan.











## **RenoTahoe**.

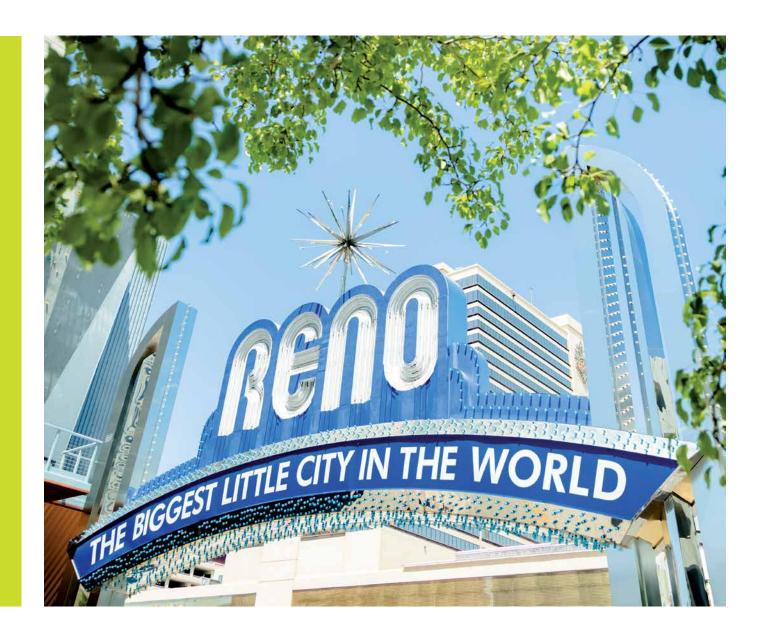
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During Fiscal Year 2021-2022, the Reno-Sparks Convention and Visitors Authority Board of Directors embraced a three-year strategic plan, designed to guide the organization through an ambiguous travel market. As we enter year two, I am thrilled to see 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 on an ongoing basis.

**RSCVA Annual Plan** 

#### STATE OF THE INDUSTRY

## **Despite Barriers, Travel Craving Prevails**

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 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. 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 that escaping 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.

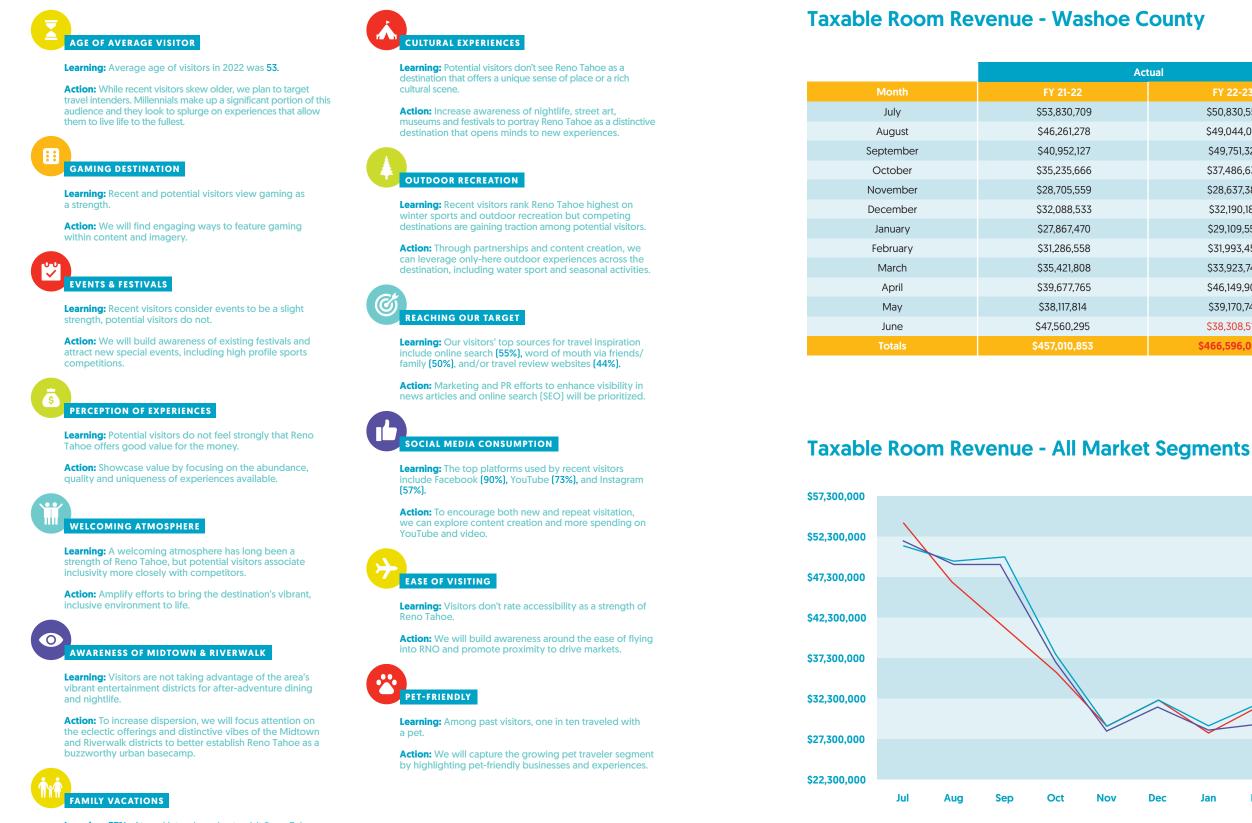
#### **RSCVA Annual Plan**







## Key Findings from the 2022 Past and Potential Visitor Profile Study



Learning: 37% of travel intenders plan to visit Reno Tahoe with children.

Action: We will drive awareness of family-friendly offerings across the destination.

Oct

FY 21-22

Sep

FY 21-22

\$53,830,709

\$46,261,278

\$40,952,127

\$35,235,666

\$28,705,559

\$32,088,533

\$27,867,470

\$31,286,558

\$35,421,808

\$39.677.765 \$38,117,814

\$47.560.295

\$457,010,853

Actual	Budget
FY 22-23	FY 23-24
\$50,830,556	\$51,028,119
\$49,044,007	\$48,251,741
\$49,751,325	\$48,741,753
\$37,486,639	\$36,575,061
\$28,637,389	\$27,999,686
\$32,190,186	\$31,413,781
\$29,109,550	\$28,582,594
\$31,993,453	\$29,308,864
\$33,923,740	\$34,532,574
\$46,149,904	\$35,305,576
\$39,170,749	\$37,280,893
\$38,308,511*	\$47,495,170
\$466,596,009*	\$456,515,812





	Ac	Budget	
Month	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	273,598	262,441
June	308,490	278,560*	306,240
Totals	3,220,907	3,188,034*	\$3,162,691.00

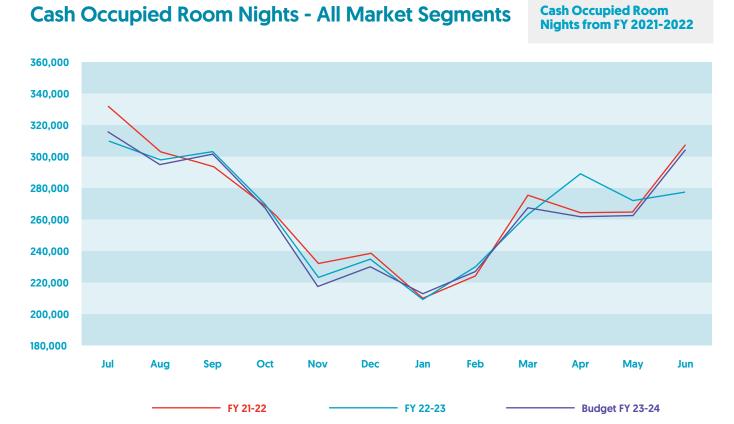
-1%\*

## Cash Occupied Room Nights - Washoe County

## Average Daily Rate - Washoe County

	Act	Budget	
Month	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	\$143.17	\$142.05
June	\$154.17	\$137.52*	\$155.09
Average	\$141.89	\$145.07*	\$143

## **Cash Occupied Room Nights - All Market Segments**



## **Average Daily Rate - All Market Segments**



FY 21-22

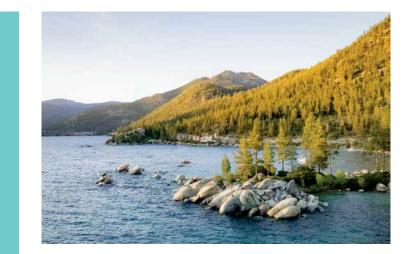




#### BACKGROUND

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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.





- of the future

- intelligence unit
- the tourism economy

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



## 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

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

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

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

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



#### ANNUAL PLAN GOALS & KEY INITIATIVES

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



13





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 ~~~



Social Community



Budget 🖏



## 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, Hotelbeds, Pleasant Holidays, Booking.com, Suiteness.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 travel advisors 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 collaboration 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

19

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 and evaluate new 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: Board has reallocated Special Event Opportunity Fund for FY 23-24



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**









Key Initiatives

## **Facilities Plan**

Develop a long-term facilities plan so that RSCVA-managed facilities are efficiently operated

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

Measurable: Hire a Safety Manager



23



## **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

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**

25

Encourage improvements to the Convention Center District so that it meets attendee expectations fo 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 their 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

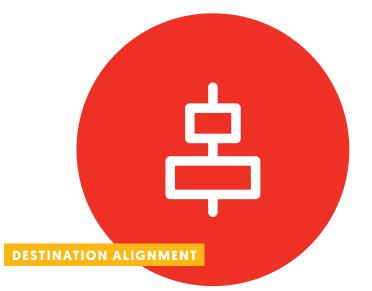






#### **RSCVA Annual Plan**





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**



Annual Capital Funding







## **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

#### **RSCVA Annual Plan**

### **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: A minimum of four travel trade activities will be coordinated/implemented with Visit Fallon, Visit Carson Valley, Travel North Tahoe Nevada, Visit Lake Tahoe, Virginia City Tourism Commission, Travel Nevada, Visit Carson City and Visit Las Vegas

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





### **Organizational 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 monthy 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: FY24 budget will include \$750K for Air Service and \$500K for Special Event Funding

#### **RSCVA Annual Plan**





- John East, Board Member

# Board Members

- Charlene Bybee, Chair
- Hillary Schieve, Vice Chair
- Stephen Ascuaga, Secretary/Treasurer
- Alexis Hill, Board Member
- Andy Chapman, Board Member
- Rick Murdock, Board Member
- **Richard L. Jay, Board Member**











## RSCVA Monthly Snapshot | May | FY23

	May Monthly Performance   FY23			May YTD Performance   FY23						
Economic Impact KPIs	Actual	Target			YTD Target	% to Target	Annual Target	Annual Pacing		
Room Inventory	655,155	660,698	99%	7,184,382	7,198,702	100%	7,856,352	7,837,508		
Cash Room Nights	273,598	253,912	108%	2,909,485	2,723,408	107%	3,001,965	3,173,984		
Comp Room Nights	69,801	66,204	105%	735,207	680,308	108%	753,057	802,044		
Overall Occupancy	65.6%	63.5%	103%	64.7%	61.6%	105%	62.1%	-		
Taxable Revenue	\$39,170,749	\$32,060,018	122%	\$428,290,796	\$358,158,500	120%	\$396,467,011	\$467,226,323		
A.D.R.	\$143.17	\$126.26	113%	\$147.21	\$131.51	112%	\$132.07	-		
Visitor Volume	323,597	309,491	105%	3,453,715	3,289,061	105%	3,627,290	3,767,689		
Gaming Win	\$90,854,647	-	-	\$938,462,261	-	-	-	\$1,023,777,012		
Air Passengers	368,930	-	-	4,050,581	-	-	-	4,418,816		

	May Monthly Performance   FY23							
Marketing KPIs	Actual	Target	% to Target	YTD Actual	YTD Target	% to Target	Annual Target	Annual Pacing
Paid Media Impressions	79,984,720	111,000,000	72%	529,688,606	382,000,000	139%	500,000,000	577,842,116
Website Users	270,761	305,000	89%	2,539,985	1,887,000	135%	2,244,000	2,770,893
Website Sessions	319,612	378,000	85%	2,951,521	2,309,865	128%	2,746,865	3,219,841
Website Partner Referrals	33,623	39,810	84%	324,018	248,250	131%	296,940	353,474
ମୁନ୍ଦ୍ର Earned Media Reach	27,000,000	60,000,000	45%	1,746,984,663	1,211,000,000	144%	1,300,000,000	1,905,801,451
Earned Media Reach Social Community Size Total Special Event Funds Allocated	283,427	273,617	104%	283,427	273,617	104%	274,824	-
	\$504,500	-	-	\$504,500	-	-	\$1,000,000	-
Sales KPIs   M&C + Sports	Actual	Target	% to Target	YTD Actual	YTD Target	% to Target	Annual Target	Annual Pacing
Convention Produced Room Nights Sports Produced Room Nights	8,034	11,494	70%	113,294	103,133	110%	112,048	123,593
Sports Produced Room Nights	616	3,252	19%	113,555	103,816	109%	108,352	123,878
Total Gross Produced Room Nights	8,650	14,746	59%	226,849	206,949	110%	220,400	247,472
Sales KPIs   Tourism	Actual	YoY FY19	% to FY19	YTD Actual	YTD FY19	% to FY19	FY19 Annual	Annual Pacing
Wholesaler/ Receptive Operators	3,844	1,837	209%	30,381	23,420	130%	25,242	33,143
Wholesaler/ Receptive Operators Online Travel Agent Travel Agent	33,953	39,268	86%	387,636	462,594	84%	508,581	422,876
ਲੋਂ Travel Agent	16,735	12,146	138%	182,339	146,948	124%	159,702	198,915
Group Tour/Motorcoach	1,507	3,170	48%	18,498	34,452	54%	40,793	20,180
Ski and Golf Production	413	892	46%	5,552	11,856	47%	14,839	6,057
Total Gross Room Nights	56,452	57,313	98%	624,406	679,270	92%	749,157	681,170
Sales Programs   Tourism	In Progress	Completed	% to Target	In Progress	Completed	% to Target	Annual Target	Annual Pacing
OTA/Fit Programs (Executed)	7	9	-	7	9	1.125	8	-



## **Reno-Sparks Convention and Visitors Authority**

## **Interim Financial Report**

May 2023



## Reno-Sparks Convention and Visitors Authority Interim Financial Report May 2023

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## **RENO-SPARKS CONVENTION AND VISITORS AUTHORITY**

## **Financial Summary by Category**

		Eleven	Total Budget					
		2023		2022		2019 (Pre-Pandemic)		(Augmented) Fiscal Year 2023
Revenues								
Room Tax Collections	\$	36,923,478	\$	35,314,949	\$	31,431,958	\$	38,029,531
Tourism Surcharge		4,256,336		4,335,855		4,715,611		4,795,883
Facilities Revenues		9,166,586		6,830,757		7,600,706		8,461,387
Grants		-		2,848,012		-		1,250,000
Other Income		1,650,406		1,740,097		1,236,698		1,588,101
Total Revenues	\$	51,996,805	\$	51,069,669	\$	44,984,973	\$	54,124,902
Operating Expenses (by Category)								
Payroll & Related	\$	11,370,634	\$	4,677,330	\$	6,170,364	\$	15,951,479
Supplies & Services		9,712,106		12,624,562		13,058,629		10,099,251
Travel & Entertainment		782,593		492,124		741,676		975,164
Promotion & Advertising		10,070,893		6,781,549		8,341,060		13,295,055
Special Projects		1,820,461		1,075,462		1,474,363		3,375,250
Other		137,469		58,848		94,483		107,702
Total Operating Expenses	\$	33,894,156	\$	25,709,875	\$	29,880,576	\$	43,803,900
Non-Operating Expenses/General Fund Transfers Out								
Incline Village/Crystal Bay Apportionment	\$	2,133,839	\$	2,013,448	\$	1,595,831	\$	2,414,809
Debt Service Transfers	·	7,507,638		7,386,179		11,742,227	•	8,190,150
Capital Improvements		2,859,729		848,859		2,074,450		11,012,992
Contingency		-		-		-		200,000
Total Non-Operating Expenses/Transfers	\$	12,501,206	\$	10,248,486	\$	15,412,508	\$	21,817,952
Net Revenues (Expenses)	\$	5,601,444	\$	15,111,308	\$	(308,111)	\$	(11,496,949)

## RENO-SPARKS CONVENTION AND VISITORS AUTHORITY Financial Summary by Department

		Eleven	Total Budget			
	2023		2022		2019 (Pre-Pandemic)	(Augmented) Fiscal Year 2023
Revenues	-					
Room Tax Collections	\$	36,923,478	\$	35,314,949	\$ 31,431,958	\$ 38,029,531
Tourism Surcharge		4,256,336		4,335,855	4,715,611	4,795,883
Facilities		9,166,586		6,830,757	7,600,706	8,461,387
Grants		-		2,848,012	-	1,250,000
Other Income		1,650,406		1,740,097	1,236,698	1,588,101
Total Revenues		51,996,805		51,069,669	44,984,973	54,124,902
Operating Expenses (by Department)						
Facilities Operations		13,138,289		10,933,980	11,711,605	14,454,139
Marketing		10,896,496		7,292,411	8,989,289	15,047,641
Sales		5,828,614		4,351,431	5,947,958	8,767,312
General Government, Finance, and Administrative		4,030,757		3,132,054	3,231,724	5,534,808
Total Operating Expenses		33,894,156		25,709,875	29,880,576	43,803,900
Non-Operating Expenses/General Fund Transfers Out						
Incline Village/Crystal Bay Room Tax Apportionment		2,133,839		2,013,448	1,595,831	2,414,809
Debt Service Transfers		7,507,638		7,386,179	11,742,227	8,190,150
Capital Improvements		2,859,729		848,859	2,074,450	11,012,992
Contingency		-		-	-	200,000
Total Non-Operating Expenses/Transfers		12,501,206		10,248,486	15,412,508	21,817,952
Net Revenues (Expenses)	\$	5,601,444	\$	15,111,308	\$ (308,111)	\$ (11,496,949)

## **RENO-SPARKS CONVENTION AND VISITORS AUTHORITY** Transient Lodging Tax Collections and Statistics

	Eleven Month Period Ended May 31,				Increase (Decrease)			
		2023		2022		\$	%	
Room Tax Collections								
Lodging (6 5/8%)	\$	28,361,512	\$	27,125,975	\$	1,235,536	4.6%	
Convention Center (2%)		8,561,966		8,188,973		372,992	4.6%	
Tourism Surcharge	<u> </u>	4,256,336		4,335,855		(79,519)	(1.8%)	
Total Tax Collections	\$	41,179,814	\$	39,650,804	\$	1,529,010	3.9%	
Total Taxable Room Revenues	\$	428,290,798	\$	409,450,558	\$	18,840,240	4.6%	
Average Rate - Cash	\$	147.21	\$	140.59	\$	6.62	4.7%	
Occupied Rooms								
Cash		2,909,485		2,912,417		(2,932)	(0.1%)	
Comp		735,207		708,818		26,389	3.7%	
28 Day		1,003,367		1,102,721		(99,354)	(9.0%)	
Total Occupied Rooms		4,648,059		4,723,956		(75,897)	(1.6%)	
Total Percentage of Occupancy		64.7%		65.0%		(0.3)	(0.5%)	
Total Taxable Room Revenues by Tax District								
Reno B (Suburban Reno)	\$	199,626,743	\$	192,001,056	\$	7,625,687	4.0%	
Reno D (Downtown Reno)	\$	99,349,284	\$	93,227,385	\$	6,121,899	6.6%	
Reno E (1 Mile Radius from Downtown)	\$	12,253,336	\$	10,641,936	\$	1,611,400	15.1%	
Washoe A (Washoe County (excluding Incline Village)	\$	829,851	\$	921,648	\$ ¢	(91,797)	(10.0%)	
Washoe B (Incline Village) Sparks	۶ ۶	60,444,261 55,787,322	\$ \$	57,561,391 55,097,142	Գ \$	2,882,871 690,180	5.0% 1.3%	
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