

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
MEETING OF THE BOARD OF DIRECTORS
Thursday, August 24, 2023, at 9:00 a.m.
National Bowling Stadium
300 North Center St.
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
Mr. Eddie Ableser

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/public-meetings

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 Myrra Estrellado, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7737.

AGENDA

A. OPENING CEREMONIES

Call to Order
Pledge of Allegiance
Roll Call

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period or on "action" items immediately before board discussion of such "action" items. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the RSCVA clerk at the meeting. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken. Public comments may not be accepted after the Chairman closes any period for public comment.

C. CONSENT AGENDA:

C1. Approval of the Agenda of the August 24, 2023, Regular Meeting of the Board of Directors

For Possible Action

C2. Approval of the Minutes of the July 27, 2023, Regular Meeting of the Board of Directors

For Possible Action

C3. Approval of Staff's Recommendation to Award RFP 2023-OP03, PWP-WA 2023-439 for the Reno-Sparks Convention Center Roof Refurbishment and Replacement of Sections D1, D2-1, and D2-2 to D&D Roofing and Sheet Metal, Inc. in an Amount not to Exceed \$902,974.

For Possible Action

D. EXECUTIVE UPDATES

D1. Reno-Sparks Convention and Visitors Authority Department Updates

Members of the Senior Leadership Team will deliver updates on current activities and initiatives.

Informational Only

E. BOARD MATTERS

E1. Review, Discussion, and Possible Action to Approve the Agreement with Winner Partners for the RSCVA President/CEO Search

The RSCVA Board of Directors is being asked to review, discuss, and possibly approve the Agreement with Winner Partners to conduct a national search for the RSCVA President/CEO. The Board may also take action to provide staff and/or Winners with direction on the process and timeline for the foregoing search.

For Possible Action

E2. Review, Discussion, and Possible Action to Approve of the Fiscal Year 2023-2024 Annual Business Plan – Hold Over

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

F. 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

G. COMMENTS FROM THE FLOOR BY THE PUBLIC

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

H. ADJOURNMENT

For Possible Action

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

**Reno-Sparks Convention & Visitors Authority
Meeting held Thursday, July 27, 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, July 27, 2023. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

A1. Call to Order

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

A2. Pledge of Allegiance

Chair Bybee asked Mr. Jay to lead the pledge.

A3. Roll Call

The Clerk of the Board took roll call.

Board Members Present:

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 [via Zoom arrived at 9:06am]
John East, RSCVA Board Member [via Zoom]
Rick Murdock, RSCVA Board Member
Richard Jay, RSCVA Board Member
Eddie Ableser, RSCVA Board Member

Board Members Absent:

RSCVA Executive Staff Present:

Mike Larragueta, Interim President/CEO and VP of Sales
Courtney Jaeger, Vice President, Finance
Trent LaFerriere, Vice President, Facilities
Art Jimenez, Executive Director of Tourism Sales
Christina Erny, Vice President, Marketing
Ben McDonald, Senior Director of Communications & 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

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

C. APPOINTMENT OF BOARD MEMBER:

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

Mr. Edward Ableser

Mr. Mike Hix

Chair Bybee invited Mr. Ableser and Mr. Hix to introduce themselves and speak about their backgrounds.

Board member Chapman arrived 9:06 am

Legal Counsel Ben Kennedy then reminded the board that the appointment would be for two years and it would be effective immediately and that all board members would be able to comment but only the elected officials would vote on this item. Chair Bybee then asked for comments from the Board regarding the nominees. Mr. Murdock wanted to make sure that both nominees were ready to join the meeting as soon as the vote was concluded. Chair Bybee assured him that both parties were sent the meeting packets prior and that she has spoken to both. Mayor Schieve commented that Mr. Hix did a great job when he was previously on the board but she would like to see someone that had not served before.

Motion: Move to appoint Mr. Eddie Ableser to 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

D. CONSENT AGENDA:

- 1. Approval of the Agenda of the July 27, 2023, Regular Meeting of the Board of Directors**
- 2. Approval of the Minutes of the June 15, 2023, Regular Meeting of the Board of Directors**

3. **Approval of the Minutes of the June 23, 2023, Special Meeting of the Board of Directors**
4. **Approval of the Property, Casualty, and Workers Compensation Insurance Policies for Fiscal Year 2023-2024 and Related Coverage in an Amount not to Exceed \$780,616**

Motion: Move to approve the consent agenda as presented.

Moved by: Board Member Schieve

Seconded by: Board Member Ascuaga

Aye: Board Members: Ascuaga, Bybee, Chapman, Hill, East, Murdock, Schieve, Jay and Ableser

Nay:

Absent:

Abstain:

Vote: Motion passed unanimously 9-0-0

E. EXECUTIVE UPDATES

E1. Departmental Updates from Senior Staff

Chair Bybee explained that instead of an update by the President and CEO we would have a monthly executive staff update. She also complimented the new seating arrangement, moving forward the board room table would now be set in a hollow square with the VP's at that table and then a rotating seat for members of the executive staff that would be presenting. Mr. Ben McDonald will be in the rotating seat for this meeting.

Mike Larragueta Interim President/CEO and VP of Sales started the update by thanking the board for their support of the recommendations of the Senior Staff of the modification of the board table set up and the new lights for each board member to indicate that they would like to speak or comment.

Mr. Larragueta stated that the update would focus on year-end performances, June activities and future initiatives. At the conclusion each department (Courtney, Christina, and Mike) will update the board on Senior Staff's Emerging Initiatives.

Trent LaFerriere, Vice President, Facilities went through some updates at the facilities including updating exterior doors at the Reno-Sparks Convention Center, exhibit hall painting, Hall 3 has been completed. Next will be wainscoting and lighting.

RFPs are out and bids are being received for the re-roofing of some sections of the Reno-Sparks Convention Center.

The Suite renovations project at the Reno Events Center are still in progress, new carpet, baseboards, trim, and painting have all been completed. Currently we are waiting for furniture which is expected at the end of August.

Arena lighting replacement at Reno Events Center will be the next project. National Bowling Stadium, USBC Tournament just finished. A new vehicle has been purchased for this facility. Mr. LaFerriere is working with the City of Reno to put in permanent fencing around the dirt lot.

Commissioner Hill arrives 9:13 am

Mr. LaFerriere also stated that he was working with Aramark on new signage for the concession stands at the Livestock Events Center. The Livestock Events Center is also getting some of the grandstands painted prior to the Reno Rodeo event and they have also purchased a new vehicle as well.

Art Jimenez, Executive Director of Tourism Sales presented the 17 partnership marketing programs that were conducted. Mr. Jimenez also talked about the Sales Missions that he and his department were a part of as well as 11 FAMs throughout Fiscal Year 22/23 and client development events and tradeshow.

Mike Larragueta, Interim President and CEO and VP of Sales presented the Meetings and Convention Sales Fiscal Year 22/23 end of year production numbers. The departments total room night goal was set at 220,400 and the team finished at 249,101 or 133% to goal. Mr. Larragueta also stated that we are slowly closing the gap to pre-pandemic years, but overall occupancy and room nights seem to be flat but we are making ground.

Mr. Larragueta then introduced Shaun Tracy who is the Regional Director of Sales for the Southeast Market. Mr. Tracy is located in Atlanta.

Mr. Larragueta then presented his two new Regional Director of Sales, Christine Henshall and Misty Sparks. Christina Henshall is located in San Jose, CA and will have the Pacific Northwest, Northern California and Northern Nevada territories. Misty Sparks is located in Ohio and will have the Midwest territory. Both come to us from Caesars Entertainment.

Christina Erny, Vice President of Marketing presented the end of Fiscal Year 22/23 Marketing goals. She credited the large growth on the social community side with Reno Tahoe's new TikTok channel. Ms. Erny stated that venue marketing has made great strides at all of the venues, including brand guidelines and updating all signage so the venues look consistent. Ms. Erny spoke about her trip to Destinations International Annual Convention. One of the key highlights from that convention is the importance of a destination supporting sustainable travel. This also led to the Marketing Department partnering with Clean Up the Lake, Keep Truckee Meadows Beautiful and Friends of BlackRock to create a video series about Reno Tahoe's efforts.

Courtney Jaeger, Vice President of Finance started her presentation with reviewing room tax statistics. Preliminary figures show taxable room revenues for June are over \$50 million which sets a new record for June. Preliminary totals show fiscal year 22/23 taxable room revenues are over \$470 million. This sets a new Fiscal Year record.

Ms. Jaeger then presented new initiatives from the I.T. Department. Shifting to be more people-centric and good user experience for our employees.

Human Resources will focus on employee engagement. Focusing on bringing employees together, boosting morale and creating that "team" feeling. H.R. is also working on establishing an employee recognition program.

F. BOARD MATTERS

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

Two firms are under consideration for this RFP are DHR and Winners Partners. Chair Bybee asked each to present briefly to the board.

Motion: To select the Winners Partners proposal for the Executive Search Firm and give direction to the Chair to work with legal, to put together a contract and a proposal for board approval at a future meeting.

Moved by: Board Member Chapman

Seconded by: Commissioner Hill

Aye: Board Members: Ascuaga, Bybee, Chapman, Hill, and Ableser

Nay: Board Members: Schieve, East, Jay, Murdock

Absent:

Abstain:

Vote: Motion passed 5-4-0

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

Mayor Schieve departed the meeting 11:45am

Ben McDonald, Senior Director of Communications & Public Affairs presented the annual business plan for fiscal year 23/24. This fiscal year plan includes, goals for Sales and Marketing.

Motion: To table this item to the August Board Meeting.

Moved by: Board Member Ascuaga

Seconded by: Board Member Murdock

Aye: Board Members: Ascuaga, Bybee, Hill, Jay, East Murdock and Ableser

Nay:

Absent: Board Members: Schieve and Chapman

Abstain:

Vote: Motion passed 7-0-2

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

Molly Rezac, Ogletree Deakins, recapped what she wrote in her staff report regarding Mr. Charles Harris and his CEO Bonus eligibility for fiscal year 22/23.

Motion: To approve and award of the bonus to Mr. Charles Harris to the amount of \$111,998.70.

Moved by: Board Member Ascuaga

Seconded by: Board Member Murdock

Aye: Board Members: Ascuaga, Bybee, Hill, Jay, East Murdock and Ableser

Nay:

Absent: Board Members: Schieve and Chapman

Abstain:

Vote: Motion passed 7-0-2

G. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

Chair Bybee reminded everyone about National Bowling Day on Sunday, August 20th at the National Bowling Stadium.

Chair Bybee reminded board members to please reply to Mr. Larragueta if any wanted to travel with the Sales Department.

Mr. Murdock updated everyone on the Airport expansion. They are on time and on budget.

Chair Bybee reminded everyone that the August Board Meeting will be held at the National Bowling Stadium.

H. COMMENTS FROM THE FLOOR BY THE PUBLIC

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

I. ADJOURNMENT

Chair Bybee adjourned the meeting at 12:15 pm.

The meeting may be viewed at the following:

7/27/2023 RSCVA BOD Mtg <https://www.youtube.com/watch?v=6J8j-o0OxYI&t=673s>

DRAFT



To: RSCVA Board of Directors

From: Trent LaFerriere, Vice President of Facilities

Cc: Charlene Bybee, RSCVA Board Chair

Date: August 24, 2023

Subject: Review, Discuss and Possible Action to approve staff's recommendation to award the Request for Proposal 2023-OP03 (PWP-WA-2023-439) for the Reno-Sparks Convention Center - Sections D1, D2-1, and D2-2 Roof Replacement and Refurbishment Project.

Executive Summary

The purpose of this agenda item is to review staff's recommendations to award Request for Proposal 2023-OP03 for the Reno-Sparks Convention Center - Sections D1, D2-1, and D2-2 Roof Replacement and Refurbishment Project. The Roof Replacement and Refurbishment project was included in the Capital Improvement Plan for fiscal year 2022-2023, as previously presented to the Board of Directors.

Background

A Request for Proposal for the Reno-Sparks Convention Center - Sections D1, D2-1, and D2-2 Roof Replacement and Refurbishment Project was released to the public on July 12, 2023. Included in the RFP was the requirement for the proposers to submit a Base Bid (D2-1 roof replacement and D2-2 refurbishment) and Add Alternate #1 (D1 refurbishment). The base Bid included the Kitchen, Ballroom Lobby, and B Concourse. Add Alternate #1 included the Registration Lobby.

A mandatory pre-proposal meeting for this RFP was held at the Reno-Sparks Convention Center on July 18, 2023. Western Single Ply, Kodiak Roofing, and D&D Roofing were all in attendance.

On August 10, 2023, one proposal was submitted to the RSCVA, from D&D Roofing and Sheet Metal, Inc.

Staff evaluated the proposal and concluded that all the necessary requirements set forth in RFP 2023-OP03 were met.



Fiscal Impact

The chart below is a financial summary of the qualifying proposal received:

Contractor	Base Bid	Add Alternate #1	Total Bid Price
D&D Roofing and Sheet Metal, Inc.	\$740,350.00	\$162,624.00	\$902,974.00

Recommendation

Based on staff's evaluation of the qualifying proposal received, staff recommends the award of RFP 2023-OP03 to D&D Roofing and Sheet Metal, Inc. in the amount of nine hundred two thousand nine hundred seventy-four dollars (\$902,974.00). D&D Roofing and Sheet Metal, Inc. met all the necessary requirements set forth in the RFP.

Proposed Motion

I move to award the contract for the Reno-Sparks Convention Center - Sections D1, D2-1, and D2-2 Roof Replacement and Refurbishment Project under Request for Proposal 2023-OP03 to D&D Roofing and Sheet Metal, Inc. under the terms presented and as set forth in Request for Proposal 2023-OP03 and I direct staff to negotiate and execute the final agreement.

Agreement

August 21, 2023

Charlene Bybee
Board Chair
Reno-Sparks Convention & Visitors Authority

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

Dear Ms. Bybee:

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. The terms and provisions of the Work Plan attached hereto as **Exhibit A** are incorporated herein as if set forth in full.

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.

Additional Terms and Conditions

The terms, conditions and obligations set forth in RSCVA RFP 2023-ADMN01 including, but not limited to, the specific insurance, indemnity, arbitration and non-discrimination provisions are hereby incorporated herein as if set forth in full.

To the extent permitted by applicable public records and open meeting 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. To the extent permitted by applicable public records and open meeting law, 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:

Charlene Bybee, Board Chair
Reno-Sparks Convention & Visitors Authority

Date

Exhibit A

Work Plan

- Pre-Search Consulting
- Focus Groups/Interviews—Winner Partners will facilitate and conduct focus groups and/or interviews with RSCVA Board Members (individually), RSCVA staff, and local stakeholders identified by the RSCVA Board Members to seek their input regarding the qualities and skills necessary for the President/CEO position.
- After conducting the Focus Groups/Interviews, Winner Partners will recommend changes to the RSCVA CEO/President position description as necessary, with such recommendations currently contemplated to be presented to the RSCVA Board at its September meeting.
- Compensation Analysis—Winner Partners will conduct appropriate salary surveys and research and recommend appropriate compensation range and benefit package for the position to the RSCVA Board (currently contemplated to take place at the RSCVA Board's September meeting).
- Recruitment Brochure Development
- Search Strategy & Priorities
- Research, Recruiting, and Candidate Identification
- Advise potential candidates about public nature of position and requirements related to Open Meeting Law
- Conduct preliminary interviews with candidates
- Identify candidates for final interviews for the President/CEO position to be conducted at an open meeting of the Board of Directors. The number of finalist candidates to be presented to the Board of Directors for final consideration shall be determined by the Board of Directors (currently contemplated to be three to five candidates).
- Background Checks & Candidate Reference Verifications for Finalists to include a detailed background check that covers federal, county, and state criminal history, credit and driving and education verification, detailed reference checks, with Winner Partners talking to two previous supervisors, two previous direct reports and two additional professional references.
- Provide the RSCVA Board of Directors with the List of Finalists. At this point, the Finalist names will become public.
- Provide the RSCVA with a summary, resume, checked reference summaries and any other pertinent information for each candidate.
- Advise and assist the RSCVA Board of Directors with conducting Finalist interviews, including creation of interview questions
- Attend Finalist interviews which will be held in a duly noticed and open meeting of the RSCVA Board of Directors and provide assistance to RSCVA Board of Directors as necessary. If a final candidate is not selected, Winner Partners will continue to provide candidates for an additional 90 days.
- Offer Negotiations and Acceptance
- Onboarding

While the precise timing of the search is difficult to predict with any certainty, it is estimated that once the initial interviews with the RSCVA Board of Directors, executive staff, and stakeholders are complete, and the RSCVA Board of Directors has approved the salary range and position description, Winners Group will have a slate of finalist candidates to present for the Board's consideration within seventy (70) days.



Reno-Sparks Convention and Visitors Authority

Annual Plan

2023

2024





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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.

STATE OF THE INDUSTRY

Despite Barriers, Travel Craving Prevails

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

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

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

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

9/10

Americans have trips planned in 2023.
— Destination Analysts

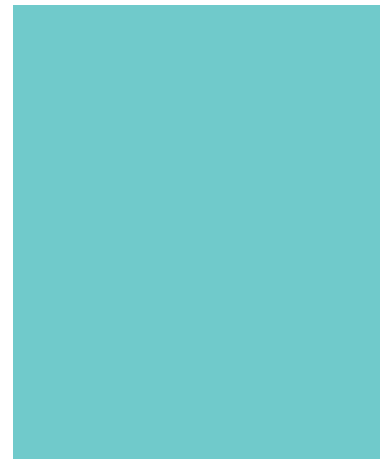
On average, American travelers say they have more than

15 days

devoted to travel this year.
— Destination Analysts

95%

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



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

Unrelenting negative headlines, draining daily demands, and consistent streams of content have Americans feeling overwhelmed and longing for ease, simplification and clarity. According to Destination Analysts, 67% of travelers say 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.

Key Findings from the 2022 Past and Potential Visitor Profile Study



AGE OF AVERAGE VISITOR

Learning: Average age of visitors in 2022 was 53.

Action: While recent visitors skew older, we plan to target travel intenders. Millennials make up a significant portion of this audience and they look to splurge on experiences that allow them to live life to the fullest.



GAMING DESTINATION

Learning: Recent and potential visitors view gaming as a strength.

Action: We will find engaging ways to feature gaming within content and imagery.



EVENTS & FESTIVALS

Learning: Recent visitors consider events to be a slight strength, potential visitors do not.

Action: We will build awareness of existing festivals and attract new special events, including high profile sports competitions.



PERCEPTION OF EXPERIENCES

Learning: Potential visitors do not feel strongly that Reno Tahoe offers good value for the money.

Action: Showcase value by focusing on the abundance, quality and uniqueness of experiences available.



WELCOMING ATMOSPHERE

Learning: A welcoming atmosphere has long been a strength of Reno Tahoe, but potential visitors associate inclusivity more closely with competitors.

Action: Amplify efforts to bring the destination's vibrant, inclusive environment to life.



AWARENESS OF MIDTOWN & RIVERWALK

Learning: Visitors are not taking advantage of the area's vibrant entertainment districts for after-adventure dining and nightlife.

Action: To increase dispersion, we will focus attention on the eclectic offerings and distinctive vibes of the Midtown and Riverwalk districts to better establish Reno Tahoe as a buzzworthy urban basecamp.



FAMILY VACATIONS

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

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



CULTURAL EXPERIENCES

Learning: Potential visitors don't see Reno Tahoe as a destination that offers a unique sense of place or a rich cultural scene.

Action: Increase awareness of nightlife, street art, museums and festivals to portray Reno Tahoe as a distinctive destination that opens minds to new experiences.



OUTDOOR RECREATION

Learning: Recent visitors rank Reno Tahoe highest on winter sports and outdoor recreation but competing destinations are gaining traction among potential visitors.

Action: Through partnerships and content creation, we can leverage only-here outdoor experiences across the destination, including water sport and seasonal activities.



REACHING OUR TARGET

Learning: Our visitors' top sources for travel inspiration include online search (55%), word of mouth via friends/family (50%), and/or travel review websites (44%).

Action: Marketing and PR efforts to enhance visibility in news articles and online search (SEO) will be prioritized.



SOCIAL MEDIA CONSUMPTION

Learning: The top platforms used by recent visitors include Facebook (90%), YouTube (73%), and Instagram (57%).

Action: To encourage both new and repeat visitation, we can explore content creation and more spending on YouTube and video.



EASE OF VISITING

Learning: Visitors don't rate accessibility as a strength of Reno Tahoe.

Action: We will build awareness around the ease of flying into RNO and promote proximity to drive markets.



PET-FRIENDLY

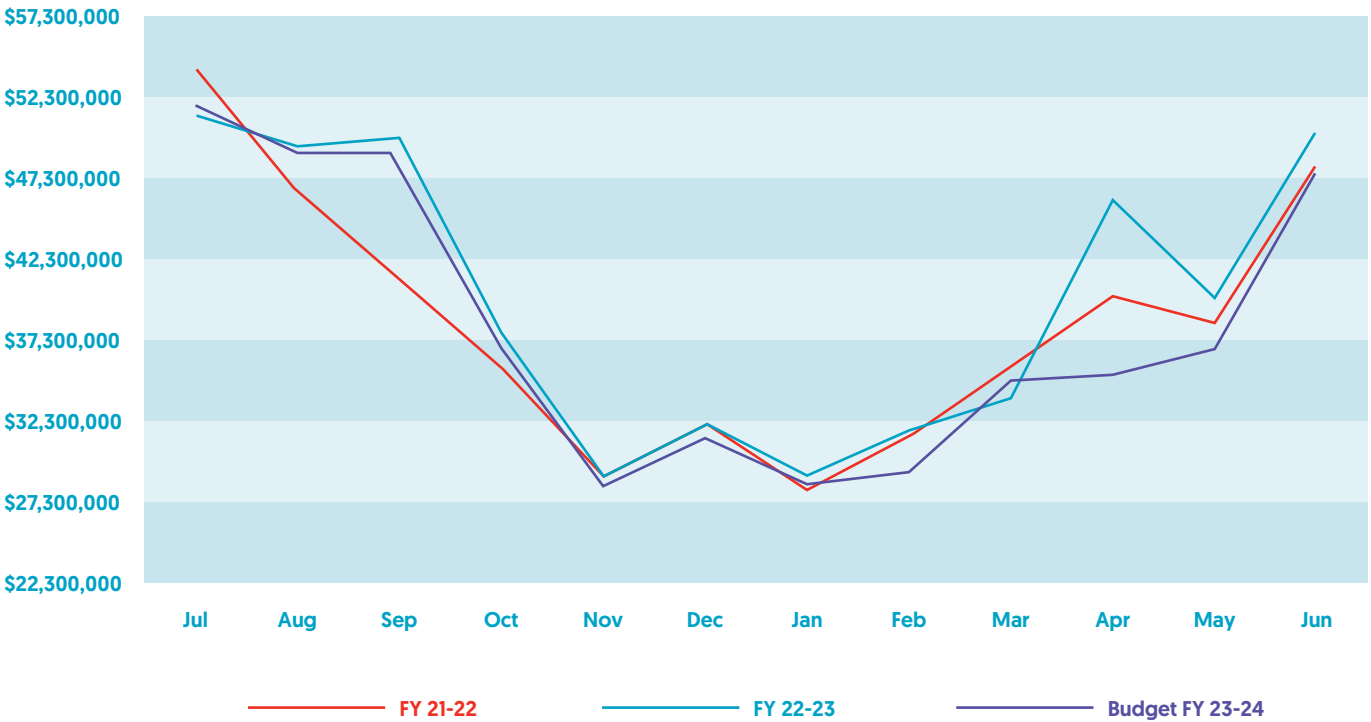
Learning: Among past visitors, one in ten traveled with a pet.

Action: We will capture the growing pet traveler segment by highlighting pet-friendly businesses and experiences.

Taxable Room Revenue - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	\$53,830,709	\$50,830,556	\$51,028,119
August	\$46,261,278	\$49,044,007	\$48,251,741
September	\$40,952,127	\$49,751,325	\$48,741,753
October	\$35,235,666	\$37,486,639	\$36,575,061
November	\$28,705,559	\$28,637,389	\$27,999,686
December	\$32,088,533	\$32,190,186	\$31,413,781
January	\$27,867,470	\$29,109,550	\$28,582,594
February	\$31,286,558	\$31,993,453	\$29,308,864
March	\$35,421,808	\$33,927,040	\$34,532,574
April	\$39,677,765	\$46,152,904	\$35,305,576
May	\$38,117,814	\$39,172,774	\$37,280,893
June	\$47,560,295	\$50,119,318	\$47,495,170
Totals	\$457,010,853	\$478,415,140	\$456,515,812

Taxable Room Revenue - All Market Segments



+4.7%

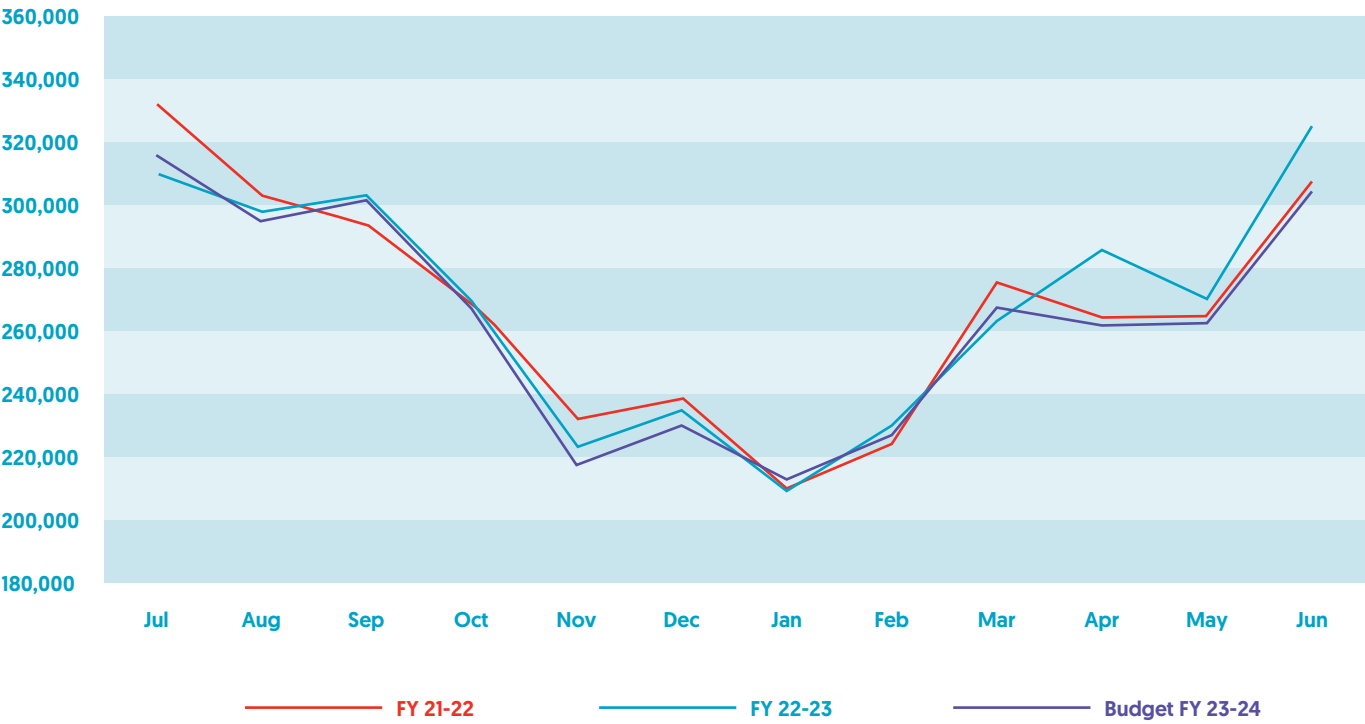
Taxable Room Revenue from FY 2021-2022

Cash Occupied Room Nights - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	332,403	311,709	316,004
August	303,810	298,445	296,855
September	294,045	303,209	301,081
October	269,287	268,930	264,278
November	232,912	222,219	219,436
December	238,742	236,202	231,234
January	209,527	214,390	212,084
February	225,634	230,792	227,319
March	276,304	261,101	264,363
April	264,752	288,995	261,356
May	264,934	273,103	262,441
June	308,490	326,651	306,240
Totals	3,220,907	3,235,746	\$3,162,691.00

Cash Occupied Room Nights - All Market Segments

+0.5%
Cash Occupied Room
Nights from FY 2021-2022

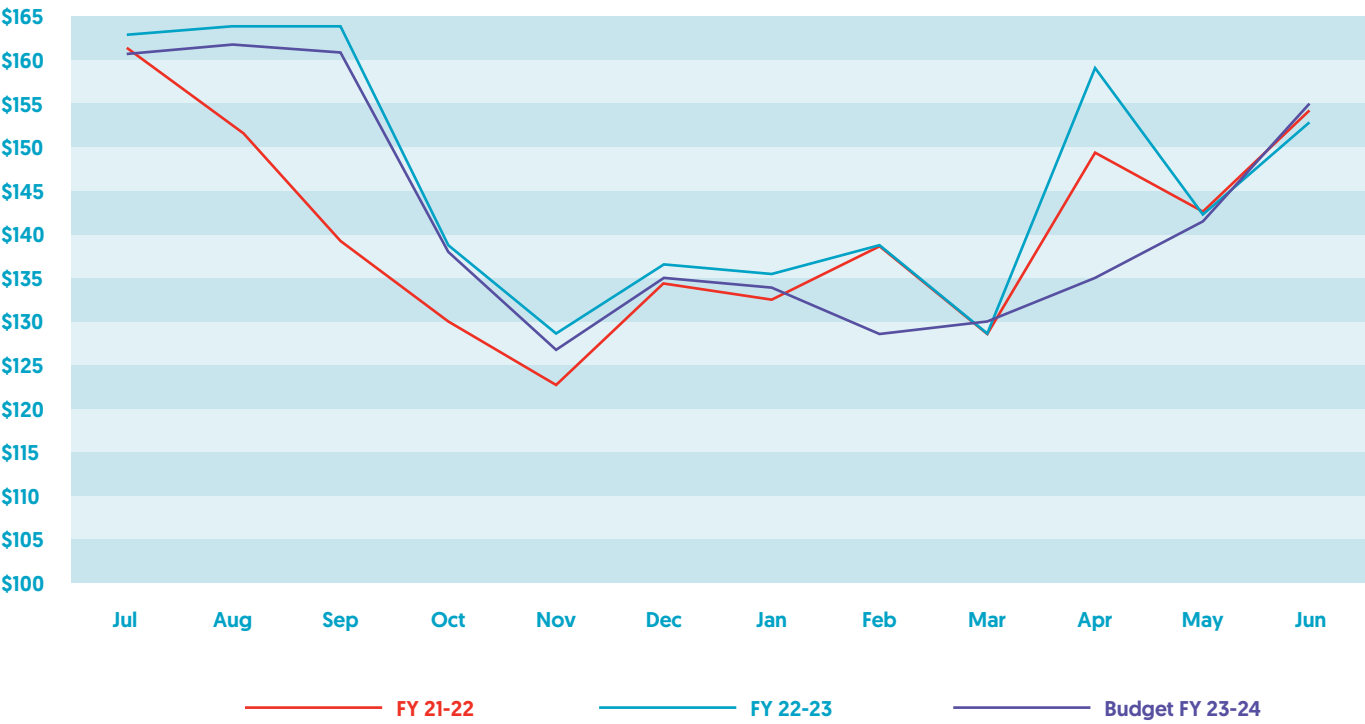


Average Daily Rate - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	\$161.94	\$163.07	\$161.48
August	\$152.27	\$164.33	\$162.54
September	\$139.27	\$164.08	\$161.89
October	\$130.85	\$139.39	\$138.40
November	\$123.25	\$128.87	\$127.60
December	\$134.41	\$136.28	\$135.85
January	\$133.00	\$135.78	\$134.77
February	\$138.66	\$138.62	\$128.93
March	\$128.20	\$129.94	\$130.63
April	\$149.87	\$159.70	\$135.09
May	\$143.88	\$143.44	\$142.05
June	\$154.17	\$153.43	\$155.09
Average	\$141.89	\$147.85	\$143

Average Daily Rate - All Market Segments

+4.2%
Average Cash Rates
from FY 2021-2022



BACKGROUND

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



Key focus areas of the strategic plan include:

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

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

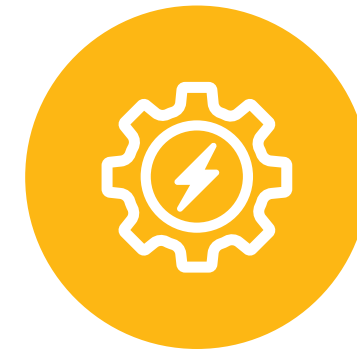


ANNUAL PLAN GOALS & KEY INITIATIVES

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

1

**Sales &
Marketing**

2

**Destination
Management**

3

**Destination
Alignment**



SALES & MARKETING

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

Core KPIs

* **235,862**
Convention Room Nights

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

* **306,000**
Social Community

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

* **2,560,000**
Website Users

* **1.8 Billion**
Earned Media Reach

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

* **2,920,000**
Web Sessions

* **15**
OTA/FIT programs and opportunities presented to hotels

* **220,000**
Partner Referrals

Budget

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

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

Key Initiatives

Group Sales

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

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

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

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

Tourism Sales

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

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

Measurable: Develop and present a minimum of 15 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 Tradeshow

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, tradeshow, 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

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



DESTINATION MANAGEMENT

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

Performance Goals

\$5,752,320
Total Facility Operating Margin

Facilities client satisfaction

Budget

\$13,028,539
Facilities

Key Initiatives

Facilities Plan

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

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

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

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

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

Measurable: Hire a Safety Manager



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

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

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

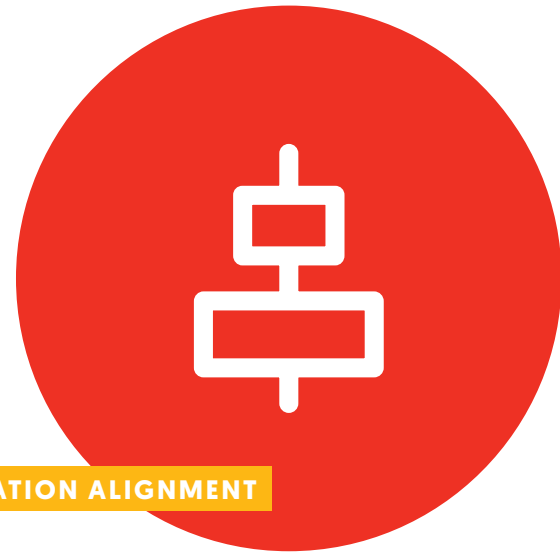
Measurable: Determine the appropriate team or partner to lead this initiative

Measurable: Engage properties on 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





DESTINATION ALIGNMENT

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

Performance Goals

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

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

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

*** Resident
Sentiment**

Key Initiatives

Community Engagement

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

Audit and expand community outreach and engagement

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

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

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

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

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

DMO Network

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

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

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

Establish a range of compensation levels for each position and classification

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

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

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

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

Board

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

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

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

Research Unit

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

Hire staff to support development of a Business Intelligence unit

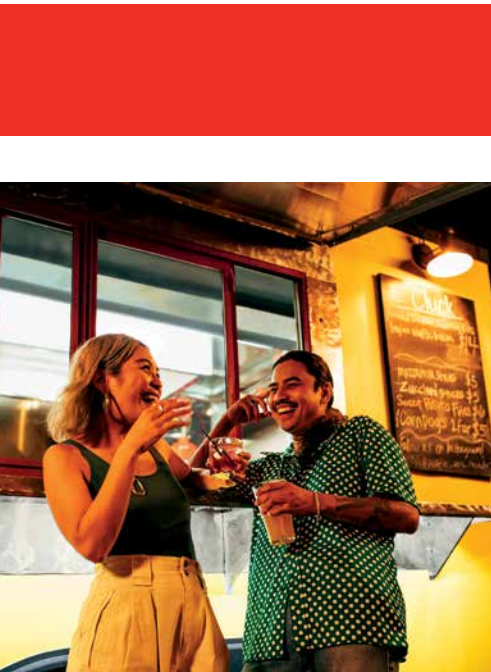
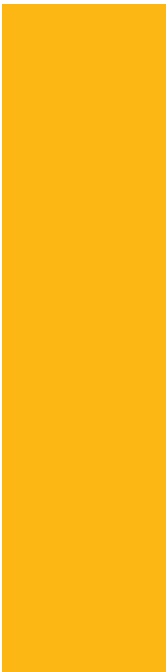
Measurable: Explore options for organizational business intelligence management, pending direction from new CEO

Ensure budget is sufficient to support new research efforts

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

Communicate insights to the organization, community and DMO Network

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



Financial

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

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

Measurable: Ensure balance aligns with Board policy

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

Measurable: Ensure capital reserves align with Board policy

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

Measurable: FY24 budget will include \$750K for Air Service and \$500K for Special Event Funding

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

John East, Board Member

Richard L. Jay, Board Member

Eddie Ableser, Board Member





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