

Reno-Sparks Convention and Visitors Authority

2023

2024

Annual Plan





Contents

Introduction	1
Mission, Values, Purpose	3
State of the Industry	5
Background	11
Goals & Key Initiatives	13
Sales & Marketing Goals	15
Destination Management Goals	21
Destination Alignment Goals	27
Board Members	33



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.

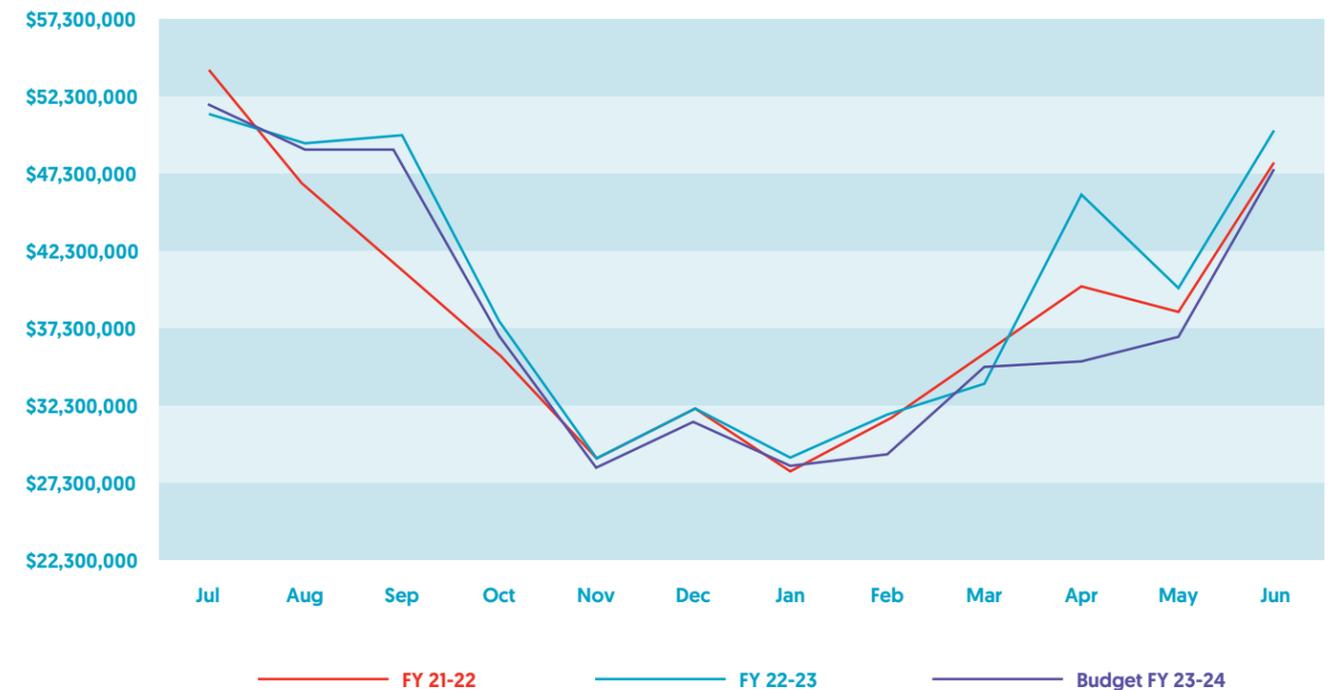
Action: We will capture the growing pet traveler segment by highlighting pet-friendly businesses and experiences.

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

+4.7%
Taxable Room Revenue from FY 2021-2022

Taxable Room Revenue - All Market Segments

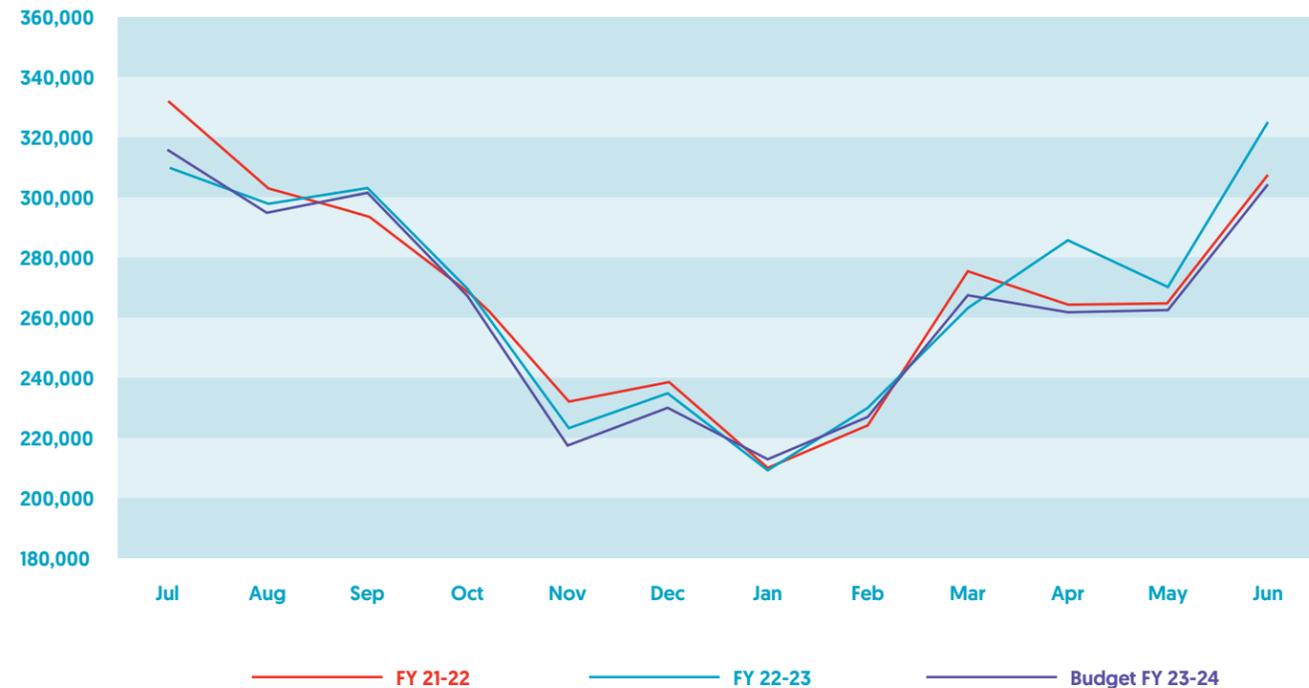


Cash Occupied Room Nights - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	332,403	311,709	316,004
August	303,810	298,445	296,855
September	294,045	303,209	301,081
October	269,287	268,930	264,278
November	232,912	222,219	219,436
December	238,742	236,202	231,234
January	209,527	214,390	212,084
February	225,634	230,792	227,319
March	276,304	261,101	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

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

Cash Occupied Room Nights - All Market Segments

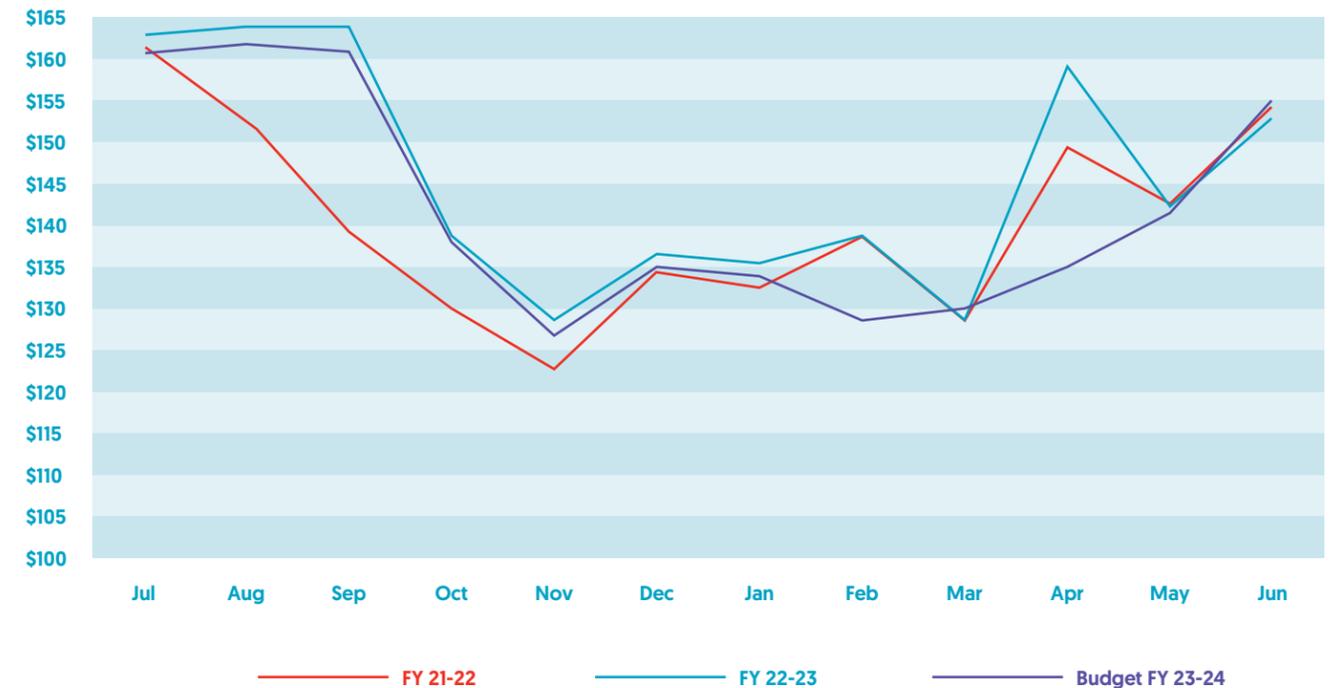


Average Daily Rate - Washoe County

Month	Actual		Budget
	FY 21-22	FY 22-23	FY 23-24
July	\$161.94	\$163.07	\$161.48
August	\$152.27	\$164.33	\$162.54
September	\$139.27	\$164.08	\$161.89
October	\$130.85	\$139.39	\$138.40
November	\$123.25	\$128.87	\$127.60
December	\$134.41	\$136.28	\$135.85
January	\$133.00	\$135.78	\$134.77
February	\$138.66	\$138.62	\$128.93
March	\$128.20	\$129.94	\$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

+4.2%
Average Cash Rates
from FY 2021-2022

Average Daily Rate - All Market Segments



BACKGROUND

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



Key focus areas of the strategic plan include:

- ✓ Establishing a unified, impactful brand for the destination. One that builds upon the current brand momentum and positioning
- ✓ Identifying and aligning marketing efforts toward the ideal customer base of the future
- ✓ Capitalizing on new markets of opportunity
- ✓ Leading a renaming and brand architecture exercise to address inconsistencies with nomenclature throughout the organization and its owned and managed facilities
- ✓ 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:





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 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

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

*** \$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.

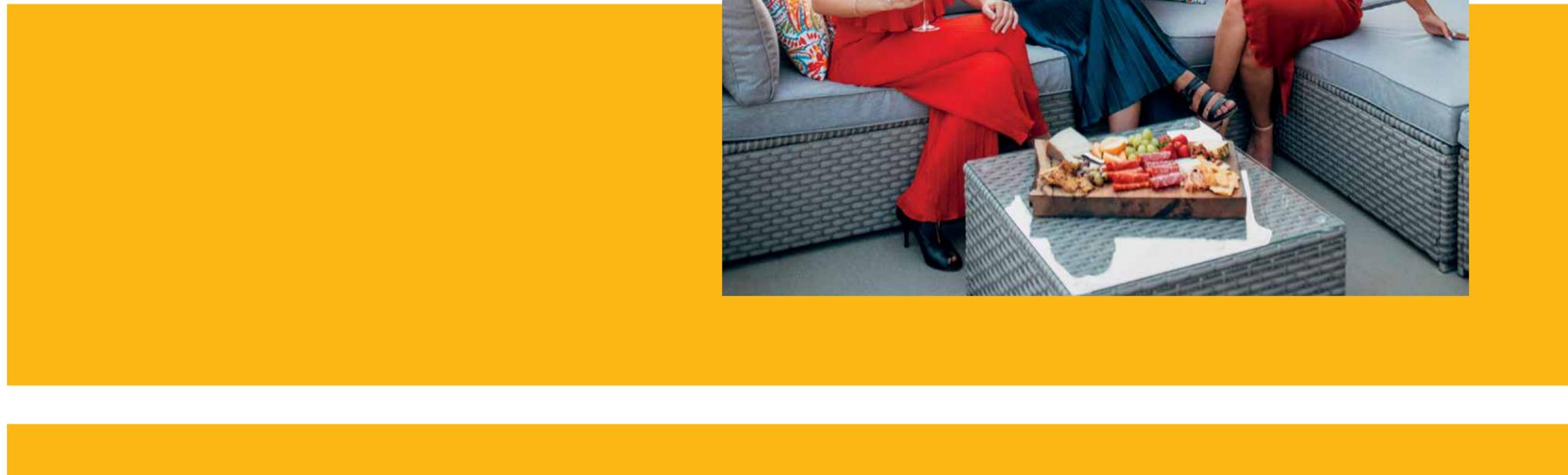
Commission a case study to identify and prioritize necessary development surrounding the Convention Center District

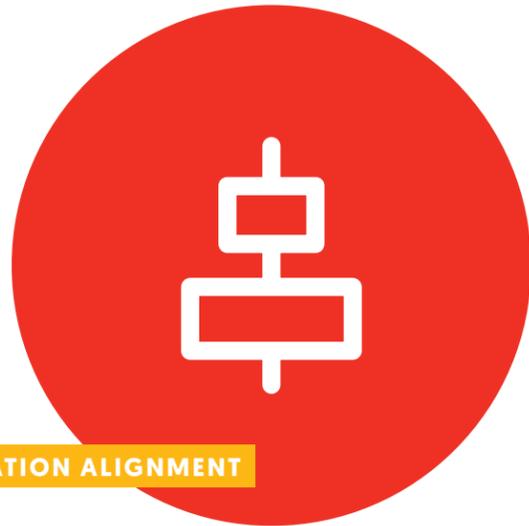
Measurable: Determine the appropriate team or partner to lead this initiative

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

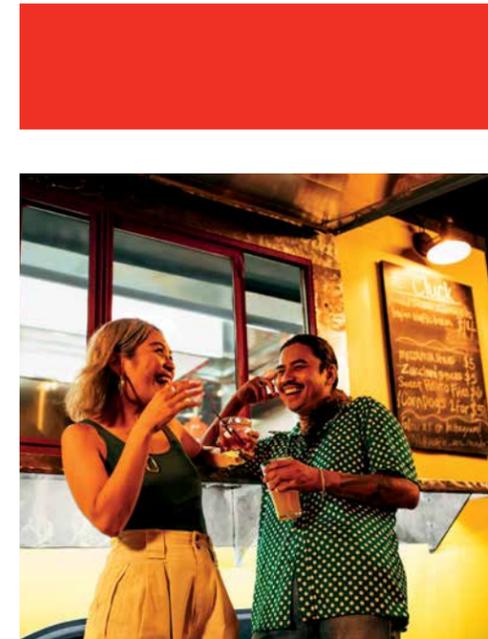
Measurable: Explore options for organizational business intelligence management, pending direction from new CEO

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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