

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
EXECUTIVE and LEGISLATIVE COMMITTEE MEETING
May 6, 2024, at 10:00 AM
4065 S. Virginia Street, Suite 100
Reno, NV 89502**

**EXECUTIVE and LEGISLATIVE COMMITTEE MEMBERS:
Commissioner Alexis Hill, Chair**

Councilwoman Charlene Bybee
Mr. Stephen Ascuaga

Mr. Eddie Ableser

Notice is hereby given that a quorum of the Reno-Sparks Convention and Visitors Authority Board of Directors may be present at the Executive and Legislative Committee meeting. The Executive and Legislative Committee meeting is not intended as an official meeting of the Reno-Sparks Convention and Visitors Authority Board of Directors and no deliberation or action by the Reno-Sparks Convention and Visitors Authority Board of Directors will occur.

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 Executive & Legislative Committee unless stated otherwise. Items will not necessarily be considered in the order listed. The Executive & Legislative Committee 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.

Supporting Materials

Support materials are made available when they are provided to the Executive & Legislative Committee, or if provided during the meeting, support materials will be made available at the meeting at the same time as they are made available to the Executive Committee. Support materials are also available at the RSCVA administrative offices and at the scheduled meeting. 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
Roll Call
Pledge of Allegiance

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. APPROVAL OF THE AGENDA FOR THE September 25, 2023, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

For possible action

D. APPROVAL OF MINUTES OF February 2, 2023, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

For possible action

E. PLANNING SESSION

E1. Planning Session to Review, Discuss, and/or Prioritize the Reno-Sparks Convention and Visitors Authority FY2024-2025 President/CEO Goals

President and CEO Mike Larragueta will facilitate a discussion with the Executive and Legislative Committee to review, discuss, and prioritize the RSCVA President/CEO goals for fiscal year 2024-2025. With approval and recommendation of the Committee, the goals will be presented to the full Board of Directors at a future meeting.

For possible action

F. BOARD MATTERS

F1. The Reno-Sparks Convention and Visitors Authority Board of Directors will review, discuss and revise the current Unsolicited Proposals policy.

President and CEO Mike Larragueta will facilitate a discussion with the Executive and Legislative Committee to review, discuss, and revise the current Unsolicited Proposal policy. With approval and recommendation of the Committee, the revised policy will be presented to the full Board of Directors at a future meeting.

For possible action

G. COMMENTS FROM COMMITTEE MEMBERS AND/OR CEO/PRESIDENT

Informational only

H. 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.

I. ADJOURNMENT

For possible action

Persons are invited to submit written remarks on all matters, both on and off the agenda. Written remarks presented for inclusion in the Executive & Legislative Committee's minutes must be flat, unfolded, on paper of standard quality, and 8 1/2 by 11 inches in size. Written remarks shall not exceed five (5) pages in length. The RSCVA will not accept any submissions that do not comply with this rule. On a case-by-case basis, the Board of Directors may permit the filing of noncomplying written remarks, documents, and related exhibits under NRS 241.035(1)(e). Executive & Legislative Committee's meeting rooms are accessible to persons with disabilities. If special arrangements are required, please contact Myrra Estrellado at 775-827-7737.

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 Executive/Legislative Committee Meeting Minutes September 25, 2023

The Executive/Legislative Committee of the Reno-Sparks Convention & Visitors Authority held an Executive/Legislative Committee meeting at 10:00 am, on September 25, 2023, at the Reno-Sparks Convention and Visitors Authority, 4065 S. Virginia Street, Reno, NV. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

Chair Charlene Bybee called the meeting to order at 10:04 am.

Committee Members Present:

Councilwoman Charlene Bybee
Commissioner Alexis Hill
Mr. Andy Chapman
Mr. Stephen Ascuaga – Arrived at 10:04 am

Committee Members Absent:

RSCVA Executive Staff and Legal Counsel Present:

Charles Harris, President/Chief Executive Officer
Lisa Farmer, Board Clerk
Ben Kennedy, Legal Counsel

*Minutes prepared by Enza Apa of Minutes Solutions Inc. from a video recording.

B. COMMENT FROM THE FLOOR BY THE PUBLIC

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

C. APPROVAL OF THE AGENDA FOR THE SEPTEMBER 25, 2023, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

Committee Member Chapman made a motion to approve the agenda for the September 25, 2023, Executive/Legislative Committee meeting. The motion was seconded by Committee Member Hill. The motion was **APPROVED** by a vote of 4-0-0.

D. APPROVAL OF MINUTES OF FEBRUARY 2, 2023, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

Committee Member Bybee made a motion to approve the minutes for the February 2, 2023, Executive/Legislative Committee meeting. The motion was seconded by Committee Member Hill. The motion was **APPROVED** by a vote of 4-0-0.

E. REVIEW, DISCUSSION, AND POSSIBLE ACTION REGARDING CEO POSITION DESCRIPTION AND SALARY RANGE

The committee was asked to only review and provide input on the current CEO job description and salary range. The final approval of the job description and salary range would be the responsibility of the entire RSCVA Board.

Tina Winners of Winner Partners thanked the Board, stakeholders, and RSCVA staff for their candor and engagement during discussions on identifying the next leader of the RSCVA. Although the current job description was tactically solid, it was recommended that the responsibilities section be further developed to include more operational and soft skills required of the new CEO. The job description should also include that advocacy efforts from a tourism perspective would be a requirement of the job.

Dennis Tracy of Winner Partners said that much of the feedback received stated that the new CEO must be a collaborator and someone who has a strong commitment to living and working in Reno.

Mr. Ascuaga asked who would be responsible for recrafting the job description.

Chairwoman Bybee replied that labor attorney Molly Rezac will work with Tina Winners to refine the job description before sharing it with the Board for their review.

Tina Winners confirmed that a draft revision of the job description based on the feedback received would be submitted before September 28, 2023.

Mr. Chapman thought the list of essential duties and responsibilities could be edited for clarity and brevity, and that a key skill required of the CEO would be someone demonstrating success in navigating complex partnerships.

The Board discussed whether it was necessary for candidates to have an advanced degree or certification, and whether having a proven track record as a CEO should be a requirement. It was agreed that considering candidates who have not had CEO experience but had solid leadership skills and experience would be prudent.

Mr. Ascuaga suggested not including the top priorities in the job description, as they would be shared with the successful candidate along with key performance indicators once offered the job.

The strategic plan, annual plan, and destination profile would be included with the job description, and all elements of the recruitment package would need to be approved by the board before they are distributed.

Chairwoman Bybee asked Winners Partners for feedback on the research they conducted into a suitable compensation package and salary range. It was noted that the final offer would ultimately be negotiated as part of the contract discussions with the new CEO.

Dennis Tracy shared that most similar organizations with a budget of around \$50 million offer a CEO salary compensation of around 0.65%, or between \$300,000 and \$350,000. Salary percentage increases as the overall organizational budget decreases. Research on bonus amounts indicated that the average CEO bonus was approximately 13%. The bonus amount is at the discretion of the Board and could be in line with the bonuses of other senior staff in similar organizations within the region.

The Board agreed on the recommendation of a salary range between \$300,000 to \$350,000,

with a 15% bonus based on established goals plus a 5% discretionary amount decided by the Board. Cost of living was also factored into the salary range.

F. COMMITTEE MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

There were no committee member announcements, reports, or updates made.

G. COMMENTS FROM THE FLOOR BY THE PUBLIC

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

H. ADJOURNMENT

The meeting adjourned at 11:11 am.

The meeting can be viewed at <https://www.youtube.com/watch?v=ctkb0EUWhRQ&t=14s>



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Date: May 6, 2024
 To: Executive & Legislative Committee
 From: Mike Larragueta, President/CEO
 Subject: **Fiscal Year 2024/25 Proposed CEO Goals**

| Strategic Goals | CEO Goal | FY 24/25 Target | Weighting | Process |
|---|---|---|------------|---|
| Goal #1: Group Room Night Goal | Increase produced group room nights 10% over FY 23/24 Group Room Nights | 261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834. | 20% | Bonus calculated on following scale: If 261,122 room nights produced, full bonus for this goal awarded. If 253,288 to 261,122 room nights produced, 90% bonus for this goal awarded. If 245,454 to 253,287 room nights produced, 80% bonus for this goal awarded. If 237,625 to 245,453 room nights produced 70% bonus for this goal awarded. |
| Goal #2: Marketing | Paid Media engagement | Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24) | 10% | Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for this goal would be awarded. |
| | Partner Referrals | Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24) | 10% | Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded. |

| | | | | |
|---|--|--|------------|---|
| | Earned Media Placements | Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24) | 10% | Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded. |
| Goal #3: Leisure Room Night Goal | Produce 634,110 cash hotel room nights. | 634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels. | 15% | Bonus calculated on following scale: If 634,110 room nights produced, full bonus for this goal awarded. If 615,086 to 634,109 room nights produced, 90% bonus for this goal awarded. If 596,063 to 615,085 room nights produced, 80% bonus for this goal awarded. If 577,040 to 596,062 room nights produced 70% bonus for this goal awarded. |
| Goal #4 Facility Revenues | Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC | Combination of revenues attained by the venue sales and events team, to include rent, audio visual, IT, parking, labor, equipment rental, facility fees and other ancillary revenues. <ul style="list-style-type: none"> The Venue Sales team has an annual goal of \$2,445,523. The RSLEC Sales and Events Manager has a goal of \$1,317,537. The RSCC Events Team has an annual goal of \$1,175,125. The REC/NBS Events Team has a goal of \$1,097,410. The Sponsorship and Sales Manager has an annual goal of \$400,000. | 15% | Bonus calculated on following scale: If \$6,435,595 revenue produced, full bonus for this goal awarded. If \$6,242,527 to \$6,435,595 revenue produced, 90% bonus for this goal awarded. If \$6,049,459 to \$6,242,526 revenue produced, 80% bonus for this goal awarded. If \$5,856,391 to \$6,049,458 revenue produced 70% bonus for this goal awarded. |

| | | | | |
|---|---|--|------------|------------------------------|
| Goal #5 Community Engagement | 20 Activities per year | Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings. | 10% | Bonus given if goal achieved |
| Goal #6 Staff Retention | Improve full-time staff retention (voluntary terminations/exits) by 5%. | Voluntary terminations are decreased by a minimum of 5%. | 5% | Bonus given if goal achieved |
| Goal #7 Staff Survey's | Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity. | Staff survey executed and results summarized. | 5% | Bonus given if goal achieved |

Sales Group Room Nights

Goal #1: Increase produced group room nights 10% over FY 23/24

Criteria for the goal to be considered achieved: 261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834.

Rational:

FY 23/24 group room night goal was 235,862. Forecasted group room night production is 307,629 (includes 74,000 USBC Open Championship for 2026). Net forecasted group room night production is 233,629.

Increased meetings and convention group room nights by territory are as follows:

| | |
|---------------|--|
| Northeast | – 10% increase |
| Southeast | – 05% increase |
| Midwest | – 05% increase |
| Plain States | – 05% increase |
| S. California | – 05% increase |
| N. California | – 27% increase (7,502 group room nights from legacy / annual accounts) |

Sports group room nights impacted as follows:

Indoor Track – increase of 20,000 room nights.
Triple Crown – decrease of 8,500 room nights.

A measurable statistic is looking at group leads produced for pre-pandemic production in FY 19/20 versus FY 23/24. Total group leads for FY 23/24 represent 92% of group leads from FY 19/20.

Another measurable statistic is group room nights from leads for FY 23/24 versus group room nights from leads for FY 19/20. Total group room nights from leads in FY 19/20 and FY 23/24 are equal.

FY 23/24 group room night production is 81% if FY 19/20 room night production due to conversion.

FY 24/25 group room night goal of 261,112 is 90% of FY 19/20 group room night production based on the following:

- Stakeholder hotel mix strategy
- Inflation
- Presidential election
- Competition
- Inflated expenses

Marketing Goals

Goal #1: Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24)

Criteria for the goal to be considered achieved: Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Based on what we have developed thus far for FY25, we will likely recommend an engagement rate around 5%. This is a healthy amount of engagement for our ads and is a 2% improvement from last year's baseline. The recommended engagement rate percentage accounts for traditional and non-traditional paid media opportunities like large-scale brand partnerships and OTA buys that will likely not drive traffic to VisitRenoTahoe.com.

One of the most important outcomes for our advertising efforts is commanding attention. When information is so abundant, the prospect's headspace is a finite resource. Inspiring future travel begins by engaging your prospect's interest and then increasing affinity via meaningful engagements. These meaningful engagements occupy the headspace for longer periods of time and increase recall when those prospects are ready to plan their travel decisions.

Engagements will be tracked through various means, including channels (i.e., Meta, Google), third-party ad serving (Google Campaign Manager) and where necessary, vendor reporting. We believe the most effective KPI is media engagement rate which takes the total media engagements as defined above and divides them by the number of times our ads were seen (impressions). Having a rate VS. specific metric numbers, works better for fluctuating budgets.

Goal #2: Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24)

Criteria for the goal to be considered achieved: Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Year over year partner referral growth is outpacing traffic as we're seeing more partner referrals per user. There are two bigger changes we need to account for in estimating next year's growth with the creation of a new website:

- Restaurant detail pages are being eliminated on the new website, therefore decreasing restaurant partner referrals. Restaurant pages account for ~10% of partner referrals. We still will see some restaurant referrals via the main restaurant, category and itinerary pages, but it will be much smaller. Additionally, articles will also drive referrals and should be used to promote the food scene. Articles like "best places to eat in midtown", "best brunch spots", etc.

- The current media plan for next fiscal is proposing a shift in paid funds to larger-scale brand partnership and OTA buys that won't drive as much traffic to the website, therefore also decreasing partner referrals. Paid channels drive ~45% of partner referrals. The shift in funds would potentially take away 7-9% of total partner referrals.

Based on current pacing of Q1-Q3, we've estimated out the end of year totals - partner referral per user rate is around 0.11 to 0.12 for FY24. We mapped out realistic growth goals for next fiscal year and then removed the restaurants and paid media shift to determine realistic expectations. With the paid media shift, and new website, we expect to see users remain flat year over year, with partner referrals per user up 20% from FY24.

In terms of ranking and traffic, we're not anticipating a huge loss. We're expecting ~5% due to the restaurant pages being removed and the new site structure that will need to be crawled/indexed. But overall, our domain isn't changing, most URLs are not changing, metadata will be the same/improved across many pages, redirects will be in place, and site speed will be improved from the current site. Typically, we see and anticipate the impact to last for 3 months before seeing stabilization or even an upswing in these metrics.

Achieving this goal improves SEO. The more quality backlinks our website has, the better the site and content perform in organic and paid search. Referrals from high-quality and trustworthy websites show Google and other search engines that our site, too, is trustworthy. Therefore improving VisitRenoTahoe.com's domain authority and ranking better in search. Having a rate VS. specific metric numbers, works better for fluctuating budgets.

Goal #3: Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)

Criteria for the goal to be considered achieved: Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Proposed goal of 215 Earned Media Placements represents a projected increase of 7-10% year-over-year.

When compared to the average number of Earned Media Placements from Fiscal Year 2017-2018 to Fiscal Year 2023-2024 (~179.6 stories placed), proposed goal of 215 Earned Media Placements represents an increase of ~19.7%.

As quality of placements is emphasized and coverage is never guaranteed for PR efforts, Earned Media Placements can fluctuate from year-to-year. The median Earned Media Placements from Fiscal Year 2017-2018 to Fiscal Year 2023-2024 is 156. The proposed goal would show a 37.8% increase over the median result from this time period.

Reno Tahoe Fiscal Year Total Stories:

2017-2018: 156 - Median

2018-2019: 148

2019-2020: 309

2020-2021: 104

2021-2022: 202

2022-2023: 138

2023-2024 (to date): 172 (projecting <200)

With more of an emphasis on local PR and community engagement, the increased goal is attainable. Local media coverage will now be counted toward the goal, which has not been the case in the past.

Tourism Sales Room Nights

Goal #1:

Produce 634,110 cash hotel room nights.

Criteria for the goal to be considered achieved:

634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels to include:

- Online Travel Agencies (OTA's)
- Retail Travel Agencies via Global Distribution Systems (GDS)
 - Includes all Washoe County Properties
- Tour Operators
- Receptive Operators
- Wholesalers
- Motor Coach Operators
- Retail Golf and Ski

Reporting Properties

- Atlantis Casino Resort Spa
- Circus Circus Hotel and Casino
- Eldorado Reno Resort Casino
- Grand Sierra Resort and Casino
- Hyatt Regency Lake Tahoe Resort Spa and Casino
- J Resort
- Nugget Casino Resort
- Peppermill Hotel Resort
- Renaissance Reno Downtown Hotel and Spa
- Silver Legacy Resort Casino
- Whitney Peak Hotel

Rationale:

- FY24 projected room nights
 - 621,677 or 25% of cash hotel room nights.
 - Historically tourism sales room nights represent 25%-26% of hotel cash room nights.
- FY25 goal of **634,110** RNs based on 2% increase from FY24 projected final room nights.
- During downturns hotels tend to rely on the third-party channels to mitigate FIT/group declines therefore, increasing access to room inventory and favorable room rates.

Justifications:

- Discussions with:
 - Third-party channel companies
 - Hotel Directors of Sales
- No bowling visitors in FY25
- Looming recession, election year, inflation, high gas prices
- 2024 performance is not on par with last two "revenge travel" - "unicorn years"
- Slow down for domestic travel
- OTA decline compared to 2022-2023 - Slowdown for Reno OTA search
- FIT – general slow down
- Increased international outbound travel
- Cruise/Europe and Mexico in high demand – all-inclusive options
 - Travelers wary about booking more than one vacation
 - Cruise lines having record trip deposits and ordering new ships

Facility Revenues

Goal #1:

Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC

Criteria for the goal to be considered achieved:

Combination of revenues attained by the venue sales and events team, to include rent, audio visual, IT, parking, labor, equipment rental, facility fees and other ancillary revenues.

- The Venue Sales team has an annual goal of **\$2,445,523**.
- The RSLEC Sales and Events Manager has a goal of **\$1,317,537**.
- The RSCC Events Team has an annual goal of **\$1,175,125**.
- The REC/NBS Events Team has a goal of **\$1,097,410**.
- The Sponsorship and Sales Manager has an annual goal of **\$400,000**.

Rational:

| FY 2025 Budget | | FY 2024 Budget (Revised/Projections) | | Difference | |
|----------------|---------------------------|--------------------------------------|---------------------------|---------------------------|-----------------------------|
| | Total Facilities Revenues | | Total Facilities Revenues | Total Facilities Revenues | Total Facilities Percentage |
| RSCC | \$2,982,713 | | \$3,172,534 | \$189,821 | -5.98% |
| RSLEC | \$1,392,537 | | \$1,349,525 | \$43,012 | 3.19% |
| REC | \$1,782,570 | | \$1,566,202 | \$216,368 | 13.81% |
| NBS | \$277,775 | | \$618,489 | \$340,714 | -55.09% |
| | \$6,435,595 | | \$6,706,750 | \$271,155 | -4.04% |

Budgeted Revenue Explanations:

RSCC:

40% of the convention center's revenues come from group room night conventions and sporting events (group room night events).

In FY 23/24 we had a total of 18 group room night events.

In FY 24/25 we have 16 group room night events, with 13 definite.

The addition of the Sponsorship Sales Manager will bring in \$125,000 in new revenue.

The Venue Sales and Events team will sell 12 months and in to make up some of this deficit.

Room night convention bookings are budgeted based on the following criteria:

- Stakeholder hotel mix strategy
- Inflation
- Presidential Election
- Competition
- Inflated Expenses

RSLEC:

The RSLEC is booked at capacity with 48 out of 52 weeks sold each year.

In FY 23/24 we will have 69 events at the RSLEC.

In FY 24/25 we are forecasting to have 69 events.

The addition of the Sponsorship Sales Manager will bring in \$75,000 in a mix of cash and trade.

REC:

There is opportunity at the REC.

In FY 23/24 we will have 41 events.

In FY 24/25 we are forecasting 43 events.

The addition of the Sponsorship Sales Manager will bring in \$125,000 in new revenue.

NBS:

USBC will not be holding a tournament in FY 24/25.

FY 23/24 USBC is responsible for 70% of the revenues.

FY 24/25 we are forecasting a decrease in revenue by 55%.

The addition of the Sponsorship Sales Manager will add \$75,000 in a mix of cash and trade.

Community Engagement

Goal #1: 20 community activities per year

Criteria for the goal to be considered achieved: Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings.

Rational: Community engagement and improved communication is a pillar of the President and CEO's priorities in their first year of leadership. Educating and being visible in the local community is paramount to the RSCVA's continued success.

Staff Retainment

Goal #1:

Improve full-time staff retainment (voluntary terminations/exits) by 5%.

Criteria for the goal to be considered achieved:

Voluntary terminations are decreased by a minimum of 5%.

Background:

Decreasing voluntary terminations is important for RSCVA as this directly impacts our ability to maintain a cohesive and high-performing team dedicated to promoting our region.

High turnover rates strain our resources, both in terms of finances and time, given the costs to recruit and train new staff. Higher staff retainment enhances allows us to provide higher quality to our clients and visitors.

Further, reducing voluntary terminations is essential for improving employee morale and boosting our reputation as an employer of choice in our region. It's important to retain long-term team members to foster trust and commitment within our team while also enhancing our image in the eyes of clients and stakeholders.

Staff Survey

Goal #1:

Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity.

Criteria for the goal to be considered achieved:

Staff survey executed and results summarized.

Background:

Conducting a staff satisfaction survey, including a component for CEO feedback, is an important goal for the CEO and for the RSCVA as a whole.

This survey will provide insights into employee satisfaction and engagement levels. By understanding these sentiments, we can identify areas for improvement and implement strategies to enhance employee morale and retention.

Further, by obtaining feedback from employees, we can identify inefficiencies and obstacles hindering productivity for the RSCVA. This will allow us to implement and enhance initiatives to allocate resources effectively.

Lastly, given RSCVA's transition back to in-house facilities operations, conducting this staff survey will serve as a baseline measurement to track progress and identify trends over time.



Reno-Sparks Convention & Visitors Authority

Unsolicited Proposal Policy and Guidelines

Approved in an advisory capacity by the Executive and Legislative Committee on:

XXXX XX XXX

Approved by the RSCVA Board of Directors on:

XXXX XX XXXX

Reno-Sparks Convention and Visitors Authority

Unsolicited Proposal Policy and Guidelines

Summary

An unsolicited proposal is defined as a proposal from an outside entity requesting monetary support from the Reno-Sparks Convention and Visitors Authority ("RSCVA") in exchange for outcomes desirable to the RSCVA.

The types of unsolicited proposals that may be submitted to the RSCVA include but are not limited to:

- Partnership support
 - o Partnership support is defined as unsolicited proposals from organizations for general funding, including but not limited to local businesses, non-profit organizations, and local governments. Such funding may be specific to general causes or outcomes, but the funding is not tied to events.
- Event support
 - o Event support includes unsolicited proposals for events that do not meet the eligibility criteria of the Special Event Marketing Sponsorship Program or the Special Event Opportunity Fund (including, but not limited to, events that do not produce room nights, events that are not on an annual basis, events for charitable purposes, etc.)

Evaluation Criteria and Process

To consolidate the submission and review process for unsolicited proposals, the RSCVA will accept funding proposals during a determined window of eligibility each fiscal year as part of the "Unsolicited Proposals Funding Program" (in accordance with the separate "Unsolicited Proposals Funding Program Parameters" document, which will outline detailed requirements related to the program).

The RSCVA acknowledges that opportunities warranting an unsolicited proposal may arise outside of the eligibility window defined above. Unsolicited proposals received outside of the eligibility window may be reviewed at the sole discretion of the RSCVA, dependent on available funding and dependent on internal resources available to review such proposals. No guarantees are made to review proposals received outside of the eligibility window, and such proposals may be rejected without any consideration or review.

To be considered eligible for funding evaluation, all of the following criteria must be met:

- Spending funds on the unsolicited proposal would not violate existing RSCVA policies or Nevada Revised Statutes.
- An unsolicited proposal cannot qualify for the Special Event Marketing Sponsorship Program.
 - o Events that meet the criteria for the Special Event Marketing Sponsorship Program will not be evaluated under the parameters of this policy. All annual special events seeking

funding from the RSCVA are required to request such funding pursuant to the process and requirements set forth in the Special Event Marketing Sponsorship Program. Such events will not be eligible for consideration pursuant to this Policy.

- An unsolicited proposal cannot be for an event that produces room nights. Events that produce room nights must seek funding through the Special Event Opportunity Fund.
- The unsolicited proposal should include a detailed budget breakdown outlining how the requested funds will be allocated and utilized.
- The unsolicited proposal must demonstrate how the funding from the RSCVA would be utilized to actively solicit tourism and gaming, or to support initiatives that contribute to these objectives.
- The unsolicited proposal must clearly state the benefit that the RSCVA would receive if the proposal were funded.
- An unsolicited proposal must clearly state how the event or cause seeking funding furthers the mission statement of the RSCVA.
 - o The mission statement of the RSCVA is: "To attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities."

Unsolicited proposals will be subject to an evaluation process based on the dollar amount of the request as follows:

Evaluation process for unsolicited proposals \$10,000 and under:

- 1) Unsolicited proposals will be reviewed to ensure they are valid for evaluation (meet all eligibility criteria defined above) by the CEO and Senior Staff.
- 2) Unsolicited proposals that are determined to be valid will be assessed by the CEO and Senior Staff.
 - a. Such assessment may include, but is not limited to:
 - Comparing the dollar amount of the request for funding to the value of the proposed benefit of the RSCVA.
 - Reviewing historical funding given to the organization and/or cause.
 - Considering the alignment of the proposal with the RSCVA's strategic plan and current year annual goals.
 - Considering any potential risks or challenges associated with the proposal.
 - Conducting meetings with proposers to gather additional information or clarify details of the proposal.
- 3) After assessment, the CEO and Senior Staff will make a recommendation as to whether to reject the proposal, partially fund the proposal, or fully fund the proposal.
- 4) All final funding determinations will be made by the CEO.

Evaluation process for unsolicited proposals over \$10,000:

- 1) Unsolicited proposals will be reviewed to ensure they are eligible for evaluation (meet all eligibility criteria defined above) by the CEO and Senior Staff.
- 2) Unsolicited proposals that are determined to be valid will be assessed by the CEO and Senior Staff.
 - a. Such assessment may include, but is not limited to:

- Comparing the dollar amount of the request for funding to the value of the proposed benefit of the RSCVA.
 - Reviewing historical funding given to the organization and/or cause.
 - Considering the alignment of the proposal with the RSCVA's strategic plan and current year annual goals.
 - Considering any potential risks or challenges associated with the proposal.
 - Conducting meetings with proposers to gather additional information or clarify details of the proposal.
- 3) After assessment, the CEO and Senior Staff will make a recommendation as to whether to reject the proposal, partially fund the proposal, or fully fund the proposal.
 - 4) All unsolicited proposals over \$10,000, along with CEO and Senior Staff recommendations, will be presented to the Finance and Facilities Committee for their review and advisory recommendations.
 - 5) The advisory recommendations of the Finance and Facilities Committee will be presented to the full RSCVA Board of Directors for review on a future agenda.
 - 6) The decision of the Board of Directors regarding whether to reject the proposal, partially fund the proposal, or fully fund the proposal will be considered final.

Other

- It is the RSCVA's intention to have a portion of its budget allocated on an annual basis towards providing funding for qualifying unsolicited proposals that meet certain criteria and are in direct alignment with the RSCVA's mission. However, such funding is dependent on the RSCVA's financial conditions and dependent on required budget approval from the Board of Directors.
- It is not the requirement or intent of the RSCVA to fully commit all dollars budgeted for unsolicited proposals during the fiscal year.
- The RSCVA may reduce or eliminate budget allocations for unsolicited proposals at any time, at its sole discretion, with or without notice.
- Unsolicited proposals on a Finance and Facilities Committee Agenda or RSCVA Board Agenda without the above processes and procedures being followed.
- Once a funding determination has been made, that decision will be considered final and the RSCVA will not accept appeals to a funding decision through the Board of Directors, CEO, or staff.
- If at any point the unsolicited proposal (in full or any components) is deemed to be a procurement subject to the competitive bidding requirements of NRS, the RSCVA will discontinue the evaluation of the proposal.
- Proposals will not be considered with incomplete information.

- The CEO and/or RSCVA Board can waive compliance with the procedures set forth in the Unsolicited Proposals Policy anytime at their discretion. Unsolicited proposals may be considered and approved at any time, to ensure that the best interests of the RSCVA are being put forth.