

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY  
NOTICE OF PUBLIC MEETING  
MEETING OF THE BOARD OF DIRECTORS  
Thursday, May 22, 2025, at 2:00pm  
Reno-Sparks Convention and Visitors Authority  
4065 S. Virginia Street, Board Room  
Reno, Nevada**

**BOARD OF DIRECTORS:  
Mayor Hillary Schieve, Chair**

Councilwoman Charlene Bybee  
Mr. Stephen Ascuaga  
Mr. Greg Long  
Mr. John East

Commissioner Alexis Hill  
Mr. Richard Jay  
Mr. Glenn Carano  
Mr. Eddie Ableser

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

Evelyn Mount Northeast Community Center  
Reno Municipal Court  
Reno-Sparks Convention & Visitors Authority (RSCVA)  
Washoe County Administration Building  
RSCVA Website: [www.rscva.com/public-meetings](http://www.rscva.com/public-meetings)

Reno City Hall  
Sparks City Hall  
McKinley Arts & Culture Center  
Washoe Co. Reno Downtown Library  
Online at <http://notice.nv.gov/>

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

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Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board may combine two or more agenda items for consideration, may remove an item from the agenda, or may delay discussion relating to an item on the agenda at any time. Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Myrra Estrellado, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7737.

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## **AGENDA**

### **A. OPENING CEREMONIES**

Call to Order  
Pledge of Allegiance  
Roll Call

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

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

## **C. CONSENT AGENDA:**

### **C1. Approval of the Agenda of the May 22, 2025, Regular Meeting of the Board of Directors**

For Possible Action

### **C2. Approval of the Minutes of the April 24, 2025, Regular Meeting of the Board of Directors**

For Possible Action

## **D. BOARD MATTERS**

### **D1. Review, Discussion and Possible Action regarding Legislative priorities for the current Legislative session**

Jesse Wadhams, with the law firm of Black and Wadhams, as the RSCVA's retained government affairs firm, will discuss the current Legislative session and issues and bills which may impact or be of interest to the RSCVA. The Board may consider, discuss and take action to direct Mr. Wadhams to pursue RSCVA priorities/initiatives/bills in the current Legislative session.

For Possible Action

### **D2. Review, Discussion, and Possible Approval of Appointment of Member to the Reno-Tahoe Airport Authority Board of Trustees to Represent Consumers of Services Provided at the Airport**

The Board is being asked to appoint an individual to the Reno-Tahoe Airport Authority representing consumers of services provided at the airport pursuant to Section 5, Subsection 3 of the Reno-Tahoe Airport Authority Act. The names of the individuals being considered for appointment to the Reno-Tahoe Airport Authority Board of Trustees by the RSCVA Board are Eddie Ableser, Pascal Dupuis, and John Sande IV. For review, discussion, and possible action by the RSCVA Board.

For possible action.

### **D3. Review, Discussion, and Possible Action to Oppose Federal Legislation Known as the Credit Card Competition Act**

The Board of Directors is being asked to review, discuss and possibly take action to oppose Federal legislation known as the Credit Card Competition Act.

For possible action.

### **D4. PUBLIC HEARING: Review and Adoption of the Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Budget (Resolution #603)**

There will be a public hearing on the RSCVA 2025-2026 Fiscal Year Budget. The RSCVA Board is being asked to review and discuss the budget and approve Resolution #603 to adopt the Fiscal Year 2025-2026 Budget.

This agenda item will include a presentation of: (i) FY 2025-2026 budget for Food and Beverage from Aramark; (ii) the FY 2025-2026 Capital Improvement Plan by the Vice President of Facilities; (iii) the funding proposed for the Special Events Marketing Sponsorship program; and (iv) the overall recommended FY 2025-2026 budget from the Vice President of Finance.

*An initial draft of the proposed budget was presented to and approved in an advisory capacity by the Finance and Facilities Committee on May 14, 2025.*

For Possible Action

**D5. Presentation, Review, Discussion and Possible Approval on the Direction of the Fiscal Year 2026-2028 Three-Year Strategic Plan**

Following a presentation from OnStrategy and RSCVA staff, the Board of Directors is being asked to review, discuss and approve the direction of the proposed Fiscal Year 2026-2028 Three-Year Strategic Plan (the "Strategic Plan"), incorporating Urban Core Revitalization, Venue Activation & Event Attraction, Visitor Access, and Organizational Sustainability & Performance. With Board direction, the RSCVA President and CEO, staff, and the RSCVA's planning partner OnStrategy, will assemble the final draft of the Strategic Plan to be presented to the Board of Directors for final review/approval at a future Board of Directors meeting.

For Possible Action

**D6. Review, discussion and possible action for award of RFP 2025-MKT01 for agency of record and media buying services to Miles Partnership in an amount not to exceed \$786,000 per year for a three year term for basic services**

The Board of Directors is being asked to review, discuss and approve the award of RFP 2025-MKT01 for agency of record and media buying services to Miles Partnership in an amount not to exceed \$786,000 per year for a term of three years. RSCVA staff is seeking additional approval to authorize the President/CEO to negotiate and execute the definitive contract with Miles Partnership.

For possible action.

**D7. Review, Discussion, and Possible Approval of the Reno-Sparks Convention and Visitors Authority FY2025-2026 President/CEO Goals**

The RSCVA Executive and Legislative Committee and Mike Larragueta, President and CEO, will present the proposed President/CEO goals for fiscal year 2025-2026 for review, discussion, and possible approval by the RSCVA Board.

*This item was presented to the Executive and Legislative Committee on May 14, 2025, and was approved in an advisory capacity for recommendation to the full RSCVA Board of Directors.*

For possible action

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

RSCVA Board Members may share announcements, reports, updates, and requests for information. This item is informational only, and no discussion among Board Members will take place on this item.

Informational Only

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

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

**G. ADJOURNMENT**

For Possible Action

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

**Reno-Sparks Convention & Visitors Authority  
Meeting held Thursday, April 24, 2025, at 10:00 a.m.  
4065 S. Virginia Street, Board Room**

**Reno, Nevada**

The Reno-Sparks Convention & Visitors Authority Board of Directors met at 10:00 a.m. on Thursday, April 24, 2025. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

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**A. OPENING CEREMONIES**

**A1. Call to Order**

Chair Schieve called the meeting to order at 10:00 a.m.

**A2. Pledge of Allegiance**

Andy Chapman lead the pledge.

**A3. Roll Call**

The Clerk of the Board took roll call.

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**Board Members Present:**

Mayor Hillary Schieve, RSCVA Chair  
Richard Jay, RSCVA Vice Chair  
Stephen Ascuaga, RSCVA Board Member  
Councilwoman Charlene Bybee, Board Member  
Commissioner Alexis Hill, Board Member **[via Zoom]**  
Greg Long, RSCVA Board Member  
John East, RSCVA Board Member  
Eddie Ableser, RSCVA Board Member **[via Zoom]**

**Board Members Absent:**

Glenn Carano, RSCVA Board Member

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**RSCVA Executive Staff Present:**

Mike Larragueta, President & CEO  
Christina Erny, Vice President of Marketing  
Courtney Jaeger, Vice President of Marketing  
John McGinnes, Vice President of Sales  
Chad Peters, Executive Director of Facilities  
Ben McDonald, Senior Director of Communications & Public Affairs  
Lori Tange, Director of Human Resources

**RSCVA Legal Counsel:**

Benjamin Kennedy, Argentum Law

**Board Clerk:**

Myrra Estrellado, Administrative Office Manager & Board Clerk

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

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

**Commissioner Alexis Hill requested items F to be moved up in the agenda. Chair Schieve moved items F in the order of F1, F3 then F2, they were discussed after the approval of the consent agenda.**

## **C. CONSENT AGENDA:**

### **C1. Approval of the Agenda of the April 24, 2025, Regular Meeting of the Board of Directors**

On a motion made by Board Member Jay, and seconded by Board Member Long, it was resolved to approve the agenda of the April 24, 2025, Regular Meeting of the Board of Directors. The motion was **APPROVED** by a vote 8-0-0.

### **C2. Approval of the Minutes of the March 27, 2025, Regular Meeting of the Board of Directors**

On a motion made by Board Member Jay, and seconded by Board Member Long it was resolved to approve the minutes of the March 27, 2025, Regular Meeting of the Board of Directors. The motion was **APPROVED** by a vote 8-0-0.

## **D. BOARD MATTERS**

### **D1. Review, Discussion and Possible Action regarding Legislative priorities for the current Legislative session**

Ben Kennedy read an email from Jessie Wadhams about the legislative update. Jessie Wadhams provided an update of the following bills.

- AB 114, for the RSCVA's governance reform has no opposition at this time and will head to the Senate next week and be heard in the next couple of weeks. Once the item is scheduled he will reach out for bill presenters.
- AB 333, for the Reno Sparks Livestock Event Center ownership change to the Department of Agriculture has not faced any opposition so far.
- SB 420, for the Business Improvement District has been moved to Senate Finance and will be dealt with as the final budget is more formed.
- SB 426, for the Lake Tahoe Scenic Corridor bill has been significantly adjusted to largely focus on parking and traffic controls.

**Board Member Ascuaga, Board Member Ableser and Board Member Long** discussed the negative impact the Daylight Savings Bill will have on tourism in the region.

On a motion made by Board Member Ableser and seconded by Board Member Jay, it was resolved to instruct RSCVA's law firm to oppose and lobby against the Daylight Savings Bill, AB 81, The motion was **APPROVED** by a vote of 7-2-0.

**11:38 am Chair Schieve left the meeting. She returned at 11:39am**

**E. PRESENTATIONS**

**E1. Reno-Sparks Convention and Visitors Authority Department Updates**

Mike Larragueta presented the Executive Updates slide presentation.

John McGinnes finished the presentation with convention sales statistics for events booked and room nights.

**F. BOARD MATTERS**

**F1. Review, Discussion and Possible Action regarding a request on behalf of the City of Reno for the RSCVA to waive its right to receive the General Services Allocation payment from the City of Reno provided for in the Downtown Events Center Operating Agreement for fiscal year 24/25 in the approximate amount of \$353,000.**

**Ben Kennedy** explained that the City of Reno owns the Bowling Stadium and the Reno Events Center, and according to the agreement with RSCVA, RSCVA responsible for the management of those facilities. The 10 year term agreement dates back to 2002 and has been extended twice, the current agreement extends to 2032. The RSCVA pays the costs of managing the facilities and the City of Reno pays for capital improvements. If these facilities generated revenue, it would be split by RSCVA and the City of Reno. Therefore, the General Services Allocation payment is to compensate the RSCVA for administrative overhead incurred from managing the facility. The payment anticipated to be incurred for the fiscal year 24/25 is \$353,000 it is booked in the current fiscal year but paid in the next fiscal year. The City of Reno requests that the payment be waived and to meet with staff to discuss possible changes to the agreement moving forward.

**Chair Schieve** advised that the RSCVA used to own the buildings and the discussion with the City of Reno should facilitate getting the buildings downtown activated.

**Board Member Jay** inquired about what the impact would be on the budget if the payment from the City of Reno was waived.

**Courtney Jaeger** explained that they are already through most of the 24/25 fiscal year, they would offset expenses incurred by the Downtown Events Center by cutting expenses from the REC and NBS in the 25/26 fiscal year. Her team has begun reviewing potential staff and contracts where they could reduce expenses if this item goes through.

**Mike Larragueta** informed the Board that staff have been working hard to activate those facilities. He reported the facilities have been and will be filled with events for 50 out of 52 weekends for this fiscal year, and there are events for a least one day during the week for almost every week this year. He also reported that in the process of leasing out the space where the museum is located, there are currently two interested parties.

**Chair Schieve** would like to see the results reported in room nights and rent received. She believes the downtown events center was always viewed as competition rather than an asset.

**Board Member Ascuaga** advised the Board to put their time and energy into adjusting the agreement with the City of Reno and he is against waiving the payment due to the RSCVA from the City of Reno. He also explained that to activate a facility like the Downtown Events Center the Board has to be willing to invest and risk going into the red.

**Mike Larragueta** elaborated on the challenges of generating revenue from the Downtown Events Center. He and his staff have needed to be creative to fill the center with a variety of events, since the spaces were all designed for a specific purpose.

**Chair Schieve** expressed her appreciation for the enthusiasm of the staff to activate the Downtown Events Center.

**Board Member Bybee** advised that the facilities RSCVA operate do not bring in a lot of revenue, income is generated from room tax dollars and other economic impact. She is also open to discussing the agreement with the City of Reno to make adjustments that will benefit both parties. She inquired as to the total cost of managing the two downtown facilities.

**Courtney Jaeger** advised that they lost 4.1 million in the 23/24 fiscal year and 2.9 million to date in the 24/25 fiscal year.

**Board Member Bybee** elaborated that \$353,000 is a very small offset compared to their expenses, they are also for services that the RSCVA has already rendered, therefore she does not support the waiver of the payment. The Board has also voluntarily covered capital expenditures over \$10,000 in the past few years.

**Board Member Hill** considered how constrained the books of the City of Reno are and the debt the City of Reno has incurred from the facilities, therefore she supports the request.

**Board Member Ableser** discussed the upcoming recession. He inquired as to the history of the contract and the transferring of the ownership of the buildings.

**Ben Kennedy** agreed to find out the history of the facilities.

**Courtney Jaeger** confirmed that each jurisdiction pays a 1% allocation from their generated room tax, towards the City of Reno towards the National Bowling Stadium bond payments.

**Board Member Ableser** elaborated that since the RSCVA is the tourism board he advises that the staff be instructed to move toward ownership of the facilities downtown so that the RSCVA can take responsibility of the buildings and work towards its activation or consider putting those facilities on sale. After inquiring about the state of funds in the budget he proposed using those funds to pay off the amount that the City of Reno is requesting to be waived.

**Board Member Long** added that Washoe County pays 3% back to the City of Reno for the facilities. He agrees that contract needs to be discussed with staff and adjusted.

After discussion from the Board and staff **Courtney Jaeger** clarified that for the last fiscal year the operating expenses for the two downtown buildings were 6.8 million. The expenses were offset by generated revenues from the facilities of 2.6 million, the resulting 4.1 million was covered by the RSCVA room tax revenue and the General Services Allocation. The General Services Allocation is the payment that is being discussed today.

**Chair Schieve** advised that this issue is new for the Board and they do not have enough background information. She wants a breakdown of the situation with the Downtown Event Center in a presentation to clarify the issues. She advised the Board to wait until they have more information and understanding. She also clarified that request to waive \$353,000 is for next years' budget, since this years' budget is already done.

**John East** advised that the RSCVA should keep in mind that if ownership is transferred, debt would be transferred too.

On a motion made by Board Member Jay, seconded by Board Member Bybee, it was resolved to have staff members meet with the City of Reno to discuss the contract, identify alternatives for the Fiscal year 25/26 and bring it back to the Board. The motion was **APPROVED** by a vote of 8-0-0.

## **F2. Travel North Tahoe Nevada Legislative Presentation**

**Andy Chapman** discussed Bill 426 which has seen unanimous support of 21 votes. It is a highway recreation safety corridor zone. The bill allows the Tahoe Transportation District to take on enforcement of the zone with Highway 28, Highway 50 and State Route 207 and 431. He also discussed SB 420, it authorizes counties to form business improvement districts, to provide funding for transportation, and mitigation of visitor impacts in the Lake Tahoe basin. The funds generated support sustainability of the destination. It is not a tax but would allow the jurisdiction to discuss with businesses what a business district may look like and define what those funds may be used for. There is wording that directs 60% of the fund in the first three years to be used on transportation. This would allow a mechanism for the TTD to support the TART connect system.

**11:23am Board Member Hill left the meeting and did not return.**

**11:33am Board Member Ascuaga left the meeting. He returned at 11:36am**

**11:33am Board Member Jay left the meeting. He returned at 11:36am**

**11:37am Board Member Long left the meeting. He returned at 11:40am**

## **F3. Discussion Regarding Process for Appointment of RSCVA Representative to the Reno-Tahoe Airport Authority Board of Trustees**

**Ben Kennedy** explained there were two options for appointing a Representative to the Reno-Tahoe Airport Authority Board of Trustees. First, if a Board Member has an individual in mind that they would like to be considered they can contact Ben Kennedy or **Mike**

**Larragueta** and the possible candidates would be brought back to the Board the next month to decide. Alternatively, the RSCVA can open up the position for anyone to apply, and the Board would then have to decide how to narrow down the list of candidates. The appointment has to be made by June 15, 2025, so ideally the Board needs to make the appointment at the next meeting.

**Richard Jay** added that whoever is appointed needs to understand that they will serve as chair when the rotation comes to RSCVA.

**Chair Schieve** advocated appointing someone from RSCVA Board or staff to facilitate a better relationship between the RSCVA and the Reno-Tahoe Airport Authority Board of Trustees. She suggested in the case that someone is appointed from the outside, The RSCVA should request them to attend the RSCVA meetings.

**Ben Kennedy** advised the elected members cannot serve on the Airport Authority Board.

On a motion made by Board Member Jay, seconded by Board Member East it was resolved to approve the process for appointing the next RSCVA representative, for any member that wants to be considered to contact Ben Kennedy or Mike Larragueta within the next two weeks, who will in turn contact those members and put them on the agenda for the Executive and Legislative Committee to review and possibly narrow down the list to be brought back to the May Board Meeting for selection. The motion was **APPROVED** by a vote of 8-0-0.

There was a public comment from Andy Chapman. He explained that previous appointments to the Airport Authority Board were from the lake's tourism industry.

**11:07am Chair Schieve left the meeting. She returned at 11:08am**

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

**Board Member Jay** provided updates from the airport. He reported that the airport is the busiest since 2009. He also provided update on Pembroke's field. He and his team will come up with a plan that they hope to bring the cost down to 15 million, by using local sources and some Incline donations.

**Board Member Ableser** gave a brief report from the Reno Sparks Chamber of Commerce. He suggested that in preparation of the upcoming budget, the staff review all contracts to find ways to save costs where necessary.<sup>3</sup>

The staff commented that they are actively looking for ways to save costs during their budget preparation.

#### **H. COMMENTS FROM THE FLOOR BY THE PUBLIC**

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

#### **I. ADJOURNMENT**

Reno, NV 89504 USA

t: 775.827.7600

[VisitRenoTahoe.com](http://VisitRenoTahoe.com)

Chair Schieve adjourned the meeting at 12:02pm.

The meeting may be viewed at the following:

04/24/2025 RSCVA BOD Mtg <https://www.youtube.com/watch?v=jNw3DOcAM3E>



**May 1<sup>st</sup>, 2025**

**To Whom It May Concern**

**RE: My interest to be the representative of the RSCVA at the Reno Airport Board of Director**

Dear all,

I would like to confirm of my interest to represent the RSCVA at the Reno Airport Board of Director and represent the hospitality part of North Tahoe.

I have extensive experience in the luxury hospitality industry over the years across the world and I have now been in my current position as General Manager of the Hyatt Regency Lake Tahoe for almost 2 years and acquired a good knowledge of the region.

I believe I could be a good candidate for this position in view of the above and my passion to improve tourism in the region and I believe Hyatt as a big part to play in this area.

I thank you all for your consideration

Sincerely,

A handwritten signature in black ink, appearing to read "Pascal Dupuis". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Pascal Dupuis**  
**General Manager**  
**Hyatt Regency Lake Tahoe, Spa & Casino**  
**pascal.dupuis@hyatt.com**  
**775 558 9252**





# PASCAL DUPUIS

General Manager

## PROFILE

General Manager with extensive International experience in the luxury and lifestyle hospitality industry. Expertise in Preopening, Opening and repositioning of Hotels & Resorts. International experiences in France, United Kingdom, Mauritius, India, Dubai, Mexico and now in the USA

## CONTACT

PHONE:  
+1 775 558 9252

ADDRESS  
111 Country Club Drive  
Incline Village  
Nevada, 89451, USA

EMAIL:  
[Pascal2103@yahoo.com](mailto:Pascal2103@yahoo.com)

## HOBBIES

Golf  
Cooking  
Travelling

## LANGUAGE SKILLS

French (Mother tongue)  
English (Fluent)  
Spanish (Advanced)

## EDUCATION

**Hotels & Management School, Nice (France)**  
1985 - 1988  
Brevet Technician Hotelier

## WORK EXPERIENCE

**Hyatt Regency Lake Tahoe (Nevada, USA), General Manager**  
**June 2023 – To Date**

422 Rooms and large Banquets with Outdoor Venues, 7 Restaurants, large Spa in an iconic destination of Lake Tahoe.  
Taking a big project of upgrading the resort to a higher luxury brand within Hyatt. So far, implemented new restaurants and bars concepts.

**Andaz Mayakoba (Riviera Maya, Mexico), General Manager**  
**June 2018 – June 2023**

214 Rooms, 5 Restaurants, Banquets 500 people with 430 associates  
Repositioned the Resort and was awarded Best Resort in Mexico in 2020 by Conde Nast Traveler Reader's Choice Award. 2 Restaurants in the Best 120 in the Gastronomical Guide in Mexico. Increased ADR increased by 45% and GOP by 50% with a Flow Throw of 65%.

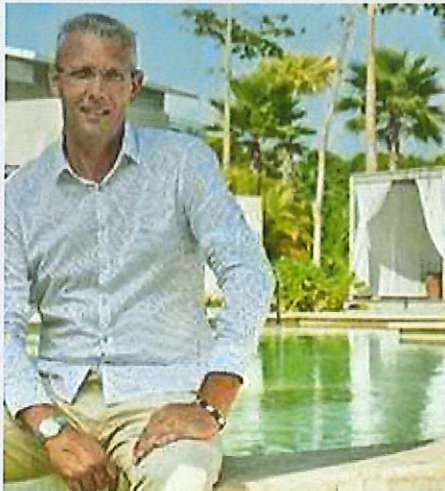
**The Address Boulevard (Dubai), General Manager**  
**October 2015 – February 2018**

Preopening and Opening of this urban Resort in Downtown Dubai with 196 Rooms, 532 Residences, one large new concept of restaurant, 600m2 Spa, Banquets 500 people, 500 associates.  
Closed at 55% occupancy in the first 10 months of Operations with 20% of Profitability. Placed the hotel from 372 position in TripAdvisor to 100 in 6 months after opening.

**The Address Dubai Marina (Dubai), General Manager**  
**June 2014 – October 2015**

200 Rooms, 442 Residences, 2 Restaurants, 2,500 m2 of Banquets facilities with 400 associates.  
After 6 months of joining the hotel, we became number 4 hotel in TripAdvisor. Increased the revenue by 25% on my first year and created a new restaurant concept and design.





## SKILLS

Owners & Corporate Relations  
Financials  
Strong Leadership  
Communications  
Business Entrepreneur  
Guests Satisfaction focus  
High Attention to Details  
Creativity  
Innovation  
Adaptability

## REFERENCES

Upon Request

# PASCAL DUPUIS

General Manager

## WORK EXPERIENCE - CONTINUE

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### **The Leela Palace Chennai (India), General Manager**

**June 2011 – May 2014**

Preopening and Opening of 326 Rooms, 5 Restaurants and 2,500 m2 of Banquets with 600 associates. Number 1 ADR in Chennai and number 1 in TripAdvisor with a profitability on the first year.

### **The Leela Kempinski Goa (India), General Manager**

**August 2008 – June 2011**

202 Rooms, 4 Restaurants and Banquets with 850 associates. Increase service level and re-engaged and motivate the team, focus on training and increase customer satisfaction scores. Revenue increased by 80% and became the highest ADR resort in India.

### **One&Only Le Touessrok (Mauritius), Resident Manager**

**December 2005 – August 2008**

Main focus was increasing guest's satisfaction and employee satisfaction. The resort constantly achieved over 95% in the Leading Hotels of The World mystery shopper program.

## OTHER EXPERIENCES

### **Hotel La Tremoille, Paris (France), General Manager**

March 2003 to December 2005

### **St Martins Lane, London (UK), Hotel Manager**

January 2000 to March 2003

### **Sheraton Park Tower, London (UK), Front Desk Manager**

January 1998 to December 1999

### **Le Meridien Picadilly, London (UK), from Receptionist to AFOM**

December 1993 to December 1997

### **Hotel Negresco, Nice (France), Receptionist**

October 1990 to October 1993

Dear Board Members,

I'm reaching out to express my strong interest in serving as the RSCVA's representative on the Board of Trustees for the Reno-Tahoe Airport Authority.

My professional background and personal passions align closely with the goals of both the RSCVA and RTAA. While working as an attorney for Jones Vargas, I had the opportunity to serve as counsel for both the RSCVA and RTAA, giving me a deep understanding of their roles in advancing the economic and tourism interests of our region.

I'm also a licensed pilot who bases my aircraft at KRNO and uses it frequently for both personal and professional travel. In addition, I own and operate businesses that rely on consistent, high-quality air service in and out of Reno-Tahoe. This firsthand perspective allows me to appreciate the critical role RTAA plays in supporting our region's connectivity and growth.

More than anything, I have a genuine love for northern Nevada — not just Reno-Sparks, but especially the Lake Tahoe area where I represent clients and spend much of my time hiking, skiing, and recreating with my family. This region's success means a great deal to me both personally and professionally, and I believe I can bring a well-rounded and committed voice to the RTAA board on behalf of the RSCVA.

If selected, I would be happy to attend both RSCVA and RTAA meetings to ensure consistent communication and coordination between the two bodies. I would be honored to serve in this capacity and help promote the continued success of our region.

Thank you for your time and consideration.

Warm regards,  
John Sande, IV



To: RSCVA Finance and Facilities Committee

Subject: Supporting Information for Agenda Item E1 - Presentation by Aramark of the Fiscal Year 2024-2025 Budget to Actual Performance through March 2025 by Facility and the Proposed Fiscal Year 2025-2026 Budget

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**Background:**

Aramark is the contracted Food and Beverage provider for all RSCVA-managed facilities. As part of the contract, Aramark is responsible for preparing and submitting the Food and Beverage budget for these facilities.

**Fiscal Year 2024-2025 Aramark Performance**

For FY 2024-2025, Aramark budgeted to remit \$923,194 in net profit to the RSCVA. Through March 2025, Aramark is reporting a net loss of -\$21,161.

Aramark will present a comparison of budget to actual performance by facility, along with explanations for variances, to the Finance and Facilities Committee for review and discussion.

**Fiscal Year 2025-2026 Aramark Budget**

For FY 2025-2026, Aramark is budgeting to remit \$943,051 in net profit to the RSCVA. Aramark will present its proposed budget, by facility, to the Finance and Facilities Committee for review and approval.



**Reno-Sparks  
Convention and Visitors Authority**

**Proposed Annual  
Budget**

**Fiscal Year 2025-2026**



# Reno-Sparks Convention and Visitors Authority

## Fiscal Year 2025-2026

### Proposed Budget

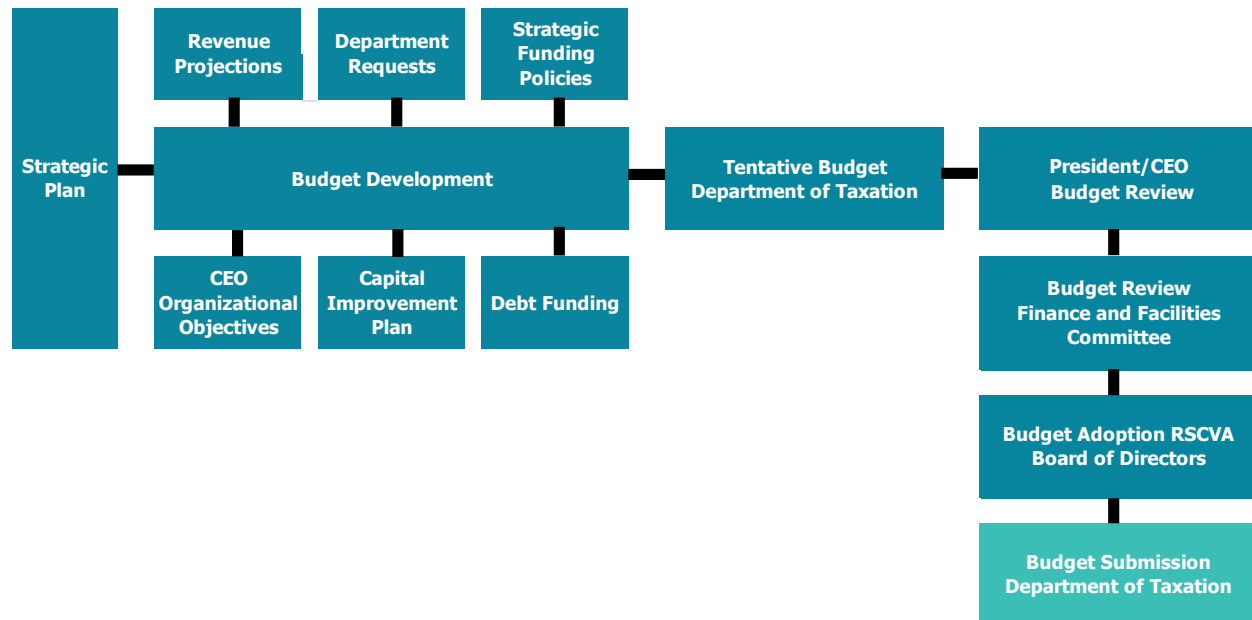
## Purpose

The President/CEO's budget for the period of July 1, 2025 – June 30, 2026 (Fiscal Year 25-26) is hereby presented to the Finance and Facilities Committee of the Reno-Sparks Convention and Visitors Authority ("RSCVA") for review and recommendation for presentation to the RSCVA Board of Directors and subsequent submission to the State of Nevada.

## Budget Process

The State of Nevada has strict requirements related to the budget process. A public hearing regarding the RSCVA's proposed budget must be held no sooner than the third Monday in May and no later than the last day in May, and the final budget is due to the State of Nevada by June 1st of every year. As required, notice of the scheduled public hearing will be published in a newspaper of general circulation (*Reno Gazette-Journal*).

The preparation of the budget is an extensive process and considers the objectives of the President/CEO, strategic financial policies approved by the Board, requests from each individual department, revenue projections, the capital improvement plan, debt service, economic trends, and organizational needs, along with other factors. The budget process begins in January and extends through May to determine the President/CEO's final proposed budget for the fiscal year.





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

## **Fiscal Year 2025-2026**

### **Proposed Budget**

## **Introduction**

The current national and regional economic outlook remains mixed, marked by persistent inflation and cautious consumer sentiment. There is continued discussion among economists about the likelihood of a slowdown or mild recession in the coming fiscal year. These uncertainties could influence travel behavior, discretionary spending, and event planning, all of which are critical to the RSCVA's revenues.

Our organization has proven resilient over the last several years, effectively navigating the challenges of the post-pandemic economy. We remain committed to proactive financial management, allowing us to adapt quickly to evolving conditions and preserve organizational stability.

The RSCVA will continue to closely monitor key economic indicators, including visitor trends, inflation impacts, and market demand, adjusting strategies as necessary to ensure operational efficiency and long-term financial health.

Through strategic flexibility, fiscal discipline, and a continued focus on our mission to attract overnight visitors to Reno Tahoe, we are well positioned in the next fiscal year to accomplish our organizational objectives.





## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Financial Policies

In July 2022, the Board adopted a three-year strategic plan that included key financial policies aimed at ensuring the long-term stability of the organization. As a new strategic plan is currently under development, the existing financial policies continue to serve as the foundation for this year's budget development, with no significant changes anticipated. These guiding policies are outlined below:

**General Fund Reserves:** Strive toward an unassigned General Fund balance goal of 15-17% of expenditures.

The budgeted ending fund balance would allow us to meet this requirement. Fund balance is dependent on actual revenues and expenditures throughout the fiscal year.

**Capital Expenditures:** Dedicate up to 10% of annual room tax collections towards capital expenditures.

**Capital Reserves:** Minimum of 1% of annual room tax collections as capital reserves up to \$1M.

Budgeted capital expenditures meet this requirement. 9.6% of total room tax collections are budgeted towards annual capital funding.

**Rainy Day Fund:** Maintain up to \$2.0 million in the Rainy Day Fund.

The current balance meets the Board's Financial Policy.

**Maintain appropriate allocations for existing Board initiatives:** Up to \$3.0M for Air Service annually, up to \$1M for Special Event Funding annually.

#

Air Service is budgeted at \$1,750,000 for FY 25-26.

Per discussions held during December 2023, the maximum allocation for Air Service was increased to \$3,000,000 (previously \$1,500,000). It is anticipated that \$200,000 in Air Service will be spent from the FY 24-25 budget. Given the amounts spent in prior years, this amount was reduced to \$1,750,000 to prioritize other initiatives.

Special Event Funding is budgeted at \$2,000,000 for FY 25-26.

This allocation includes: \$500,000 designated for the Marketing Budget, available through the annual Special Event Marketing Sponsorship Program; \$500,000 through the Special Event Opportunity Fund; and \$1,000,000 which has been budgeted to support the RSCVA's role as the at-risk promoter of events, as approved by the Board of Directors in January 2025.



## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Cost Saving Strategies**

#### **Current Initiatives**

##### Merit Program Revisions

- The FY 26 Merit Program effective date will be moved from September 1 to November 1, allowing Q1 performance results to be incorporated into merit decisions.

##### Targeted Hiring Freeze

- Positions that become newly vacant after July 1 will require departmental justification and subsequent CEO approval before being filled.
- Reorganization opportunities and operational efficiencies will be reviewed prior to approving any new job requisitions.

##### Cost of Living Adjustment (COLA) Reduction

- COLA increases will apply only to employees at the Manager level and below; 1.0% to 2.0% based on inflation estimates.
- Directors and above will receive a 0.0% COLA adjustment for the fiscal year.

##### Discretionary Spending Reductions

- Certain Departments made cuts of up to 8% in discretionary spending to offset the decreases in projected room tax revenues and offset the increases in non-discretionary expenses, such as the mandated increase in PERS contributions, USBC Site Fees, and other FY 25-26 obligations.

##### Reduction of Air Service Fund from \$3,000,000 to \$1,750,000

- Replenishment of the Air Service Fund will be prioritized if organizational results exceed budget expectations or additional funding becomes available.





## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Potential Future Initiatives**

#### Potential Department Reductions

- Each department has been directed to develop a 5% cost reduction plan for FY 2026, to be implemented if revenues are negatively impacted by a recession, other economic conditions, or if strategic priorities shift and expenses require reallocation.
- Departments will be required to review and update their cost-reduction plans on a quarterly basis.

#### Merit Elimination

- If Q1 organizational performance does not meet expectations, merit increases may be reduced and/or eliminated for the fiscal year.

#### Bonus Program Modifications

- Bonus awards will be evaluated in the context of performance outcomes, available financial resources, and broader organizational priorities, ensuring that payouts align with organizational priorities.
- The quantitative goal-setting framework has proven effective in driving performance accountability and will remain in place, regardless of whether bonuses are awarded or the amounts awarded.
- There will be no changes to the existing framework for determining sales incentive metrics; this structure will continue to apply, regardless of whether sales incentive bonuses are awarded or the amounts awarded.
- As bonuses are paid after June 30, the bonus structure will remain subject to change at management's discretion, based on organizational performance, priorities, and available resources.



**Reno-Sparks Convention and Visitors Authority**  
**Fiscal Year 2025-2026**  
**Proposed Budget**

**Budget Summary**

Fiscal Year 25-26 Proposed Budget By Department	
<b>Revenues</b>	
Room Tax Collections	\$ 39,084,518
Tourism Surcharge	4,499,851
Facilities	8,325,327
Other Income	2,767,578
<b>Total Revenues</b>	<b>\$ 54,677,274</b>
<b>Carryforward amounts</b>	<b>6,997,638</b>
<b>Operating Expenses (Department)</b>	
Facilities	16,999,206
Marketing	12,047,543
Convention Sales	9,715,536
General and Administrative	6,494,890
Air Service	1,750,000
Event Development	1,500,000
Tourism Sales	1,254,591
Executive Office	1,263,921
<b>Total Operating Expenses</b>	<b>51,025,688</b>
<b>Non-Operating Expenses/General Fund Transfers Out</b>	
Incline Village/Crystal Bay Room Tax Apportionment	2,082,091
Debt Service Transfers	5,281,900
Capital Improvements Transfers	4,205,000
Contingency	200,000
<b>Total Non-Operating Expenses/Transfers</b>	<b>11,768,991</b>
<b>Net Revenues (Expenses)</b>	<b>\$ (1,119,767)</b>



# Reno-Sparks Convention and Visitors Authority

## Fiscal Year 2025-2026

### Proposed Budget

## Room Tax Revenues

### Room Tax

Room tax revenues were estimated by performing trend analysis over average daily room rates, collections in prior periods, room night totals, market segment trends, and economic considerations.

	<b>Budget</b>	<b>Projections</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b>FY 25-26</b>	<b>FY 24-25</b>	<b>FY 23-24</b>	<b>FY 22-23</b>	<b>FY 21-22</b>
Room Tax Collections	\$ 39,084,518	\$ 40,666,695	\$ 40,736,708	\$ 42,947,904	\$ 40,516,073
Tourism Surcharge	4,499,851	4,553,606	4,572,993	4,725,088	4,787,521
<b>Total</b>	<b>\$ 43,584,369</b>	<b>\$ 45,220,301</b>	<b>\$ 45,309,701</b>	<b>\$ 47,672,992</b>	<b>\$ 45,303,594</b>

Historical trends for room tax revenues, including room tax collections and the tourism surcharge, are below:

Fiscal Year	Total Room Tax Revenues	Change	
		\$	%
FY 18-19	40,884,773	1,063,051	2.7%
FY 19-20	32,297,722	(8,587,051)	(21.0%)
FY 20-21	32,870,482	572,760	1.8%
FY 21-22	45,303,594	12,433,112	37.8%
FY 22-23	47,672,992	2,369,398	5.2%
FY 23-24	45,309,701	(2,363,291)	(5.0%)
FY 24-25 Projections	45,220,301	(89,400)	(0.2%)
FY 25-26 Budget	43,584,369	(1,635,932)	(3.6%)

Total room tax revenue projections are a result of conservative estimates made due to the current economic climate and room tax collection trends.



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Room Tax Statistics

	Budget FY 25-26	Budget FY 24-25	Actual FY 23-24	Actual FY 22-23	Actual FY 21-22
<b>Taxable Room Revenues</b>	<b>\$ 441,665,462</b>	<b>\$ 448,580,089</b>	<b>\$ 465,580,729</b>	<b>\$ 478,560,407</b>	<b>\$ 457,023,876</b>
<b>Average Rate - Cash</b>	<b>\$ 140.73</b>	<b>\$ 145.31</b>	<b>\$147.50</b>	<b>\$ 147.86</b>	<b>\$ 141.90</b>
<b>Occupied Rooms</b>					
Cash	3,138,287	3,087,016	3,156,493	3,236,493	3,220,833
Comp	976,148	879,784	862,848	817,585	778,943
28 Day	1,002,548	1,076,568	1,068,824	1,096,504	1,194,753
<b>Total Occupied Rooms</b>	<b>5,116,982</b>	<b>5,043,368</b>	<b>5,088,165</b>	<b>5,150,582</b>	<b>5,194,529</b>
<b>Total Percentage of Occupancy</b>	<b>63.1%</b>	<b>62.8%</b>	<b>63.5%</b>	<b>65.6%</b>	<b>65.5%</b>



# Reno-Sparks Convention and Visitors Authority

## Fiscal Year 2025-2026

### Proposed Budget

## Room Tax Statistics by Market Segment

Budget FY 25-26	FY 23-24	FY 22-23	Year to Date through March 2025
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#### Revenues Cash - Taxable

Hotels	\$ 363,245,281	\$ 386,780,512	\$ 400,443,266	\$ 318,618,372
Motels	15,739,723	16,634,745	16,910,780	13,772,337
28 Day Motels	2,269,031	2,223,849	2,531,108	1,837,491
R.V. Parks	4,209,380	4,700,888	4,891,107	3,587,448
Vacation Rentals	50,457,318	49,255,815	47,167,261	40,584,719
Timeshares	3,453,643	3,209,014	3,605,915	2,570,214
Home Owner Rental	2,291,086	2,775,906	3,010,970	2,232,805

#### Occupied Rooms - Cash

Hotels	2,537,076	2,556,372	2,646,876	1,879,219
Motels	199,323	205,914	204,071	149,205
28 Day Motels	47,778	46,785	53,319	36,044
R.V. Parks	87,425	86,093	92,532	63,386
Vacation Rentals	221,517	210,396	195,046	166,027
Time Shares	37,114	41,890	34,905	26,816
Home Owner Rental	8,054	9,043	9,744	6,746

#### Average Rates - Cash

Hotels	\$ 143.17	\$ 151.30	\$ 151.29	\$ 146.40
Motels	78.97	80.78	82.87	81.81
28 Day Motels	47.49	47.53	47.47	46.98
R.V. Parks	48.15	54.60	52.86	47.03
Vacation Rentals	227.78	234.11	241.83	233.69
Time Shares	93.05	76.61	103.31	94.22
Home Owner Rental	284.47	306.97	309.01	337.56

#### Percentage of Occupancy - Cash

Hotels	44.2%	45.8%	48.7%	44.6%
Motels	47.4%	50.4%	48.8%	49.1%
28 Day Motels	5.7%	5.6%	6.1%	6.1%
R.V. Parks	16.8%	16.7%	17.9%	16.6%
Vacation Rentals	54.6%	46.2%	49.4%	49.8%
Time Shares	28.5%	29.2%	24.3%	25.9%
Home Owner Rental	12.9%	12.9%	13.6%	9.6%



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Facilities Revenues

The RSCVA manages and operates the Reno-Sparks Convention Center (RSCC), Reno-Sparks Livestock Events Center (RSLEC), Reno Events Center (REC) and the National Bowling Stadium (NBS), which are collectively referred to as “the facilities” throughout this document. The food and beverage portion of operations has been outsourced to Aramark since June 2022.

The budget for facility rentals and other income is developed by the Sales and Events team, based on actual and anticipated bookings for the fiscal year.

The food and beverage budget is prepared by Aramark and will be presented for review and approval under a separate agenda item.

#### FY 25-26 Budget

	<b>Facility Rentals</b>	<b>Food and Beverage*</b>	<b>Other</b>	<b>Total Facilities Revenues</b>
Reno-Sparks Convention Center	\$ 1,625,623	\$ 632,594	\$ 1,368,015	\$ <b>3,626,232</b>
Reno-Sparks Livestock Events Center	377,486	25,537	969,053	<b>1,372,076</b>
Reno Events Center	610,130	179,028	1,037,560	<b>1,826,718</b>
National Bowling Stadium	1,141,957	105,892	252,452	<b>1,500,301</b>
	<b>\$ 3,755,196</b>	<b>\$ 943,051</b>	<b>\$ 3,627,080</b>	<b>\$ 8,325,327</b>

\* Food and Beverage budget prepared by Aramark.

#### FY 24-25 Through March

	<b>Facility Rentals</b>	<b>Food and Beverage</b>	<b>Other</b>	<b>Total Facilities Revenues</b>
Reno-Sparks Convention Center	\$ 1,087,616	\$ 56,084	\$ 1,015,805	\$ <b>2,159,505</b>
Reno-Sparks Livestock Events Center	282,956	(25,059)	647,712	<b>905,609</b>
Reno Events Center	500,529	(138,092)	398,856	<b>761,294</b>
National Bowling Stadium	228,618	6,994	74,812	<b>310,424</b>
	<b>\$ 2,099,720</b>	<b>\$ (100,073)</b>	<b>\$ 2,137,185</b>	<b>\$ 4,136,832</b>

#### FY 24-25 Budget

	<b>Facility Rentals</b>	<b>Food and Beverage*</b>	<b>Other</b>	<b>Total Facilities Revenues</b>
Reno-Sparks Convention Center	\$ 1,682,588	\$ 402,999	\$ 1,300,125	\$ <b>3,385,712</b>
Reno-Sparks Livestock Events Center	400,307	252,250	992,230	<b>1,644,787</b>
Reno Events Center	642,160	202,848	1,140,410	<b>1,985,418</b>
National Bowling Stadium	120,775	65,097	157,000	<b>342,872</b>
	<b>\$ 2,845,830</b>	<b>\$ 923,194</b>	<b>\$ 3,589,765</b>	<b>\$ 7,358,789</b>



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Facilities Revenues

#### FY 23-24 Actual

	<b>Facility Rentals</b>	<b>Food and Beverage</b>	<b>Other</b>	<b>Total Facilities Revenues</b>
Reno-Sparks Convention Center	\$ 2,193,234	\$ 308,576	\$ 1,622,983	<b>\$ 4,124,793</b>
Reno-Sparks Livestock Events Center	482,082	46,931	1,063,151	<b>1,592,164</b>
Reno Events Center	681,469	43,568	1,102,037	<b>1,827,075</b>
National Bowling Stadium	382,490	(15,850)	450,751	<b>817,390</b>
	<b>\$ 3,739,274</b>	<b>\$ 383,225</b>	<b>\$ 4,238,922</b>	<b>\$ 8,361,421</b>

#### FY 22-23 Actual

	<b>Facility Rentals</b>	<b>Food and Beverage</b>	<b>Other</b>	<b>Total Facility Revenues</b>
Reno-Sparks Convention Center	\$ 2,135,039	\$ 650,681	\$ 1,449,087	<b>\$ 4,234,808</b>
Reno-Sparks Livestock Events Center	453,888	133,643	1,094,575	<b>1,682,105</b>
Reno Events Center	732,328	325,595	1,184,861	<b>2,242,784</b>
National Bowling Stadium	1,026,432	133,643	486,764	<b>1,646,839</b>
	<b>\$ 4,347,687</b>	<b>\$ 1,243,561</b>	<b>\$ 4,215,287</b>	<b>\$ 9,806,535</b>



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Facilities Losses

	Budget Fiscal Year 25-26	Projected Fiscal Year 24-25	Budget Fiscal Year 24-25	Through March 2025
<b>Facilities Revenues</b>				
Reno-Sparks Convention Center	\$ 3,626,232	\$ 3,093,461	\$ 3,385,712	\$ 2,159,505
Reno-Sparks Livestock Events Center	1,372,076	1,195,498	1,644,787	905,534
Reno Events Center	1,826,718	1,036,385	1,985,418	763,294
National Bowling Stadium	1,500,301	340,430	342,872	310,424
<b>Subtotal - Facilities Revenues</b>	<b>8,325,327</b>	<b>5,665,774</b>	<b>7,358,789</b>	<b>4,138,757</b>
<b>Facilities Expenses</b>				
Reno-Sparks Convention Center	(7,438,233)	(7,021,364)	(6,292,390)	(5,130,758)
Reno-Sparks Livestock Events Center	(2,789,029)	(2,661,669)	(2,527,100)	(1,844,888)
Reno Events Center	(2,566,154)	(2,638,643)	(2,222,347)	(1,812,593)
National Bowling Stadium	(4,405,790)	(3,312,167)	(3,032,427)	(2,502,318)
<b>Subtotal - Facilities Expenses</b>	<b>(17,199,206)</b>	<b>(15,633,843)</b>	<b>(14,074,264)</b>	<b>(11,290,558)</b>
<b>Facilities Losses</b>				
Reno-Sparks Convention Center	(3,812,001)	(3,927,903)	(2,906,679)	(2,971,253)
Reno-Sparks Livestock Events Center	(1,416,953)	(1,466,171)	(882,313)	(939,354)
Reno Events Center	(739,436)	(1,602,258)	(236,929)	(1,049,300)
National Bowling Stadium	(2,905,489)	(2,971,737)	(2,689,555)	(2,191,894)
<b>Facilities Losses</b>	<b>\$ (8,873,879)</b>	<b>\$ (9,968,069)</b>	<b>\$ (6,715,476)</b>	<b>\$ (7,151,801)</b>





## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Other Revenues and Resources**

#### **Other Revenues**

Other revenues of \$2,767,578 consist certain administrative fees, USBC Hotel Rebates, revenues generated by individual Departments including the American Bus Association Subsidy credit, and investment income.

#### **Carryforward Fund Balance**

At the time this budget is being prepared, we anticipate approximately \$6,997,638 of available resources (fund balance) to carry forward from the current year. The majority of this balance consists of: unspent amounts from the Air Service Fund (\$2,800,000), the Special Event Opportunity Fund (\$500,000), with the remainder consisting of line items that are expected to come in under budget or be unspent (such as booking incentives). These resources, which will become part of FY 25-26 ending fund balance, are allocated as spendable resources throughout the FY 25-26 budget.



**Reno-Sparks Convention and Visitors Authority**  
**Fiscal Year 2025-2026**  
**Proposed Budget**

**Operating Expenses**

Fiscal Year 25-26 Proposed Budget By Category	
<b>Revenues</b>	
Room Tax Collections	\$ 39,084,518
Tourism Surcharge	4,499,851
Facilities Revenues	8,325,327
Other Income	2,767,578
<b>Total Revenues</b>	<b>54,677,274</b>
<b>Carryforward amounts from the FY 23-24 Budget</b>	<b>6,997,638</b>
<b>Operating Expenses (Category)</b>	
Payroll & Related	20,831,969
Services & Supplies	11,336,499
Promotions & Advertising	10,513,166
Air Service	1,750,000
Special Projects	5,293,950
Travel & Entertainment	1,126,105
Small Equipment	174,000
<b>Total Operating Expenses</b>	<b>51,025,688</b>
<b>Non-Operating Expenses/General Fund Transfers Out</b>	
Incline Village/Crystal Bay Room Tax Apportionment	2,082,091
Debt Service Transfers	5,281,900
Capital Improvement Transfers	4,205,000
Contingency	200,000
<b>Total Non-Operating Expenses/Transfers</b>	<b>11,768,991</b>
<b>Net Revenue (Expense)</b>	<b>\$ (1,119,767)</b>



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Payroll and Related Expenses

	<b>Budget</b>	<b>Budget/ Projections</b>	<b>Actual</b>
	<b>FY 25-26</b>	<b>FY 24-25</b>	<b>FY 23-24</b>
<u>Salaries and Wages</u>			
Facilities	\$ 5,819,135	\$ 5,619,735	\$ 5,324,002
Sales			
Convention Sales	2,989,787	2,781,451	2,522,455
Tourism Sales	384,930	369,428	354,058
Total Sales	3,374,717	3,150,879	2,876,514
General and Administrative	2,370,452	1,968,620	1,369,083
Marketing	1,114,693	963,621	1,033,585
Executive Office	409,311	399,460	110,534
<b>Total</b>	<b>\$ 13,088,309</b>	<b>\$ 12,102,315</b>	<b>\$ 10,713,717</b>
<u>Benefits and Other Employee Related Costs</u>			
Facilities	\$ 2,868,100	\$ 2,630,471	\$ 2,534,688
Sales			
Convention Sales	2,062,834	2,141,246	1,602,111
Tourism Sales	248,605	236,309	213,148
Total Sales	2,311,438	2,377,555	1,815,259
General and Administrative	1,495,272	1,368,472	990,531
Marketing	806,740	616,013	616,988
Executive Office	262,110	278,972	144,582
<b>Total</b>	<b>\$ 7,743,660</b>	<b>\$ 7,271,483</b>	<b>\$ 6,102,048</b>



## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Operating Expenses**

#### Payroll and Related Expenses (continued)

##### *Staffing*

The FY 25-26 Budget reflects the elimination of one position originally budgeted for FY 24-25 but not utilized and has one position left vacant for six months. These adjustments more than offset the addition of a new position tied to succession planning needs. Staffing levels at the facilities will continue to remain flexible to respond to fluctuations in business demand.

##### *Cost of Living Adjustments*

Previous leadership implemented Cost of Living Adjustments (COLAs) for all employees to address inflation, with the requirement that the same percentage be applied uniformly across all employee groups. During the prior fiscal year, the COLA program was modified to apply only to employees at the manager level and above, with other employee categories not receiving a COLA increase. For FY 25-26, as part of cost-saving measures, COLAs will be provided only to employees at the manager level and below; directors and above will not receive a COLA. This tiered approach reflects a continued effort to align compensation decisions with financial constraints while continuing to address the ongoing impacts of inflation on employees.

Given that national CPI inflation from March 2024 through March 2025 is 2.39% (per the Bureau of Labor Statistics), a COLA increase is recommended for FY 25-26. However, to prioritize available resources for staff, the proposed adjustment will exclude the President/CEO, Vice Presidents, and Directors.

FY 25-26 budgeted COLA percentages:

- |                                   |                     |
|-----------------------------------|---------------------|
| - President/CEO 0.00%             | - Manager 1.0%      |
| - Vice President 0.00%            | - Supervisor – 2.0% |
| - Executive/Senior Director 0.00% | - Staff 2.0%        |
| - Director 0.00%                  |                     |



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Payroll and Related Expenses (continued)

COLAs are budgeted to cost the organization \$130,188. This represents a savings of approximately \$114,098 compared to the cost if COLAs were applied uniformly to all staff.

#### *Bonus Program – Goal Based*

For the past few years, the RSCVA has implemented a goals-based bonus program for all full-time employees not already part of the incentive bonus program. In the prior fiscal year, the program was modified to include stricter criteria, requiring that all goals be established as **SMART** goals:

#### Specific **M**easurable **A**chievable **R**elevant **T**ime-bound

The quantitative goal-setting framework has proven effective in driving performance accountability and will remain in place, regardless of whether bonuses are awarded or the amounts awarded. Since bonuses are paid after June 30 (with the exception of quarterly incentive bonuses), as part of the organization's expense oversight initiatives, bonus awards will be evaluated in the context of performance outcomes, available financial resources, and broader organizational priorities to ensure that any payouts are aligned with organizational results and strategic direction. The bonus structure is budgeted as noted below, but will remain subject to change at management's discretion.

Goal-based bonuses for staff are budgeted at \$799,485, with actual payouts of approximately \$693,588 expected, based on the stricter criteria related to goals.

#### *Incentive Bonus Program*

Certain members of the sales department are eligible for incentive-based bonuses for meeting certain goals related to room nights, facilities revenues, etc. The incentive framework will remain in place, regardless of whether bonuses are awarded or the amounts awarded. Incentive based bonuses are budgeted to cost the organization \$398,104, however, actual payouts of approximately \$327,213 are anticipated based on performance.

#### *Merit Increases*

The effective date of the FY 25-26 Merit Program will be moved from September 1 to November 1, allowing first-quarter performance results to be factored into merit increase decisions. Merit increases for FY 25-26 are currently budgeted at a maximum of 3.0% for qualifying employees, which is a total of \$258,183. These increases are tied to individual job performance evaluations and are intended to recognize employees' effectiveness, contributions, and overall productivity.



## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

Employees who qualify may receive a merit increase ranging from 0% to 3%, depending on the outcome of their performance evaluation.

### *Nevada Public Employees' Retirement System (PERS) Contributions*

The Nevada PERS employer contribution rate has increased from 33.50% to 36.75%, effective July 1, 2025, and has been factored into the FY 25-26 budget.



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Promotions and Advertising

	<b>Budget FY 25-26</b>	<b>Budget FY 24-25</b>	<b>Actual FY 23-24</b>
Marketing	\$ 9,134,315	\$ 9,115,625	\$ 9,005,369
Sales			
Convention Sales	601,162	670,365	656,966
Tourism Sales	527,689	552,432	492,165
Total Sales	1,128,851	1,222,797	1,149,131
Executive Office	100,000	100,000	43,072
General and Administrative	150,000	300,000	350,608
<b>Total:</b>	<b>\$ 10,513,166</b>	<b>\$ 10,738,422</b>	<b>\$ 10,548,179</b>



# RenoSparks Convention and Visitors Authority

## Fiscal Year 2025-2026

### Proposed Budget

## Operating Expenses

### Promotions and Advertising

#### *Marketing*

The majority of promotions and advertising (87%) is budgeted in the Marketing Department:

	Budget FY 25-26	Budget FY 24-25	Actual FY 23-24*
<b>Marketing - Promotions and Advertising</b>	<b>\$ 9,134,315</b>	<b>\$ 9,115,625</b>	<b>\$ 9,005,369</b>
<b>Line Item Detail</b>			
Leisure Media Buys	\$ 5,463,005	\$ 5,463,005	
Agency of Record and Media Buying Fees	1,168,286	1,168,286	
Website/Email/Organic Social Management	447,800	497,810	
Research, Data, and Insights	425,000	425,000	
Leisure Creative Asset Development	258,500	258,500	
Meetings and Conventions Media Buys	255,000	255,000	
Cooperative Advertising - Regional Air Service Corporation	250,000	250,000	
PR Earned Media Management	238,424	238,424	
Venues Marketing	150,000	150,000	
Content Creator/Influencer Programs	193,700	125,000	
Marketing Collateral	95,000	95,000	
Travel Trade Advertising	80,000	80,000	
Meetings and Conventions Creative Asset Development	45,000	45,000	
Familiarization Tours	25,000	25,000	
Promotional Items	20,000	20,000	
Sports & Event Marketing	16,600	16,600	
Travel Trade Creative Asset Development	3,000	3,000	

\*Detail by line item  
omitted given  
revisions to line item  
classifications from  
FY 23-24





## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Operating Expenses**

#### Promotions and Advertising (continued)

##### *General and Administrative and Executive Budget*

Within these two departments, a total of \$200,000 is budgeted for unsolicited proposals in FY 25-26.

An unsolicited proposal is a request submitted to the RSCVA for funding or contribution. The review and approval process for these proposals is governed by the policy adopted by the RSCVA Board of Directors.

The budgeted amounts for FY 25-26 are as follows:

##### Executive Office / CEO Budget

- \$50,000 allocated for unsolicited proposals.
- CEO has authority to approve requests up to \$10,000.
  - Proposals are evaluated by the CEO and Senior Staff.

##### Board of Directors Budget

- \$150,000 allocated for unsolicited proposals (a decrease from \$300,000 in the prior year).
  - Proposals exceeding \$10,000 are reviewed by the CEO and Senior Staff and must be submitted to the Finance and Facilities Committee and the Board of Directors for final approval.

##### *Sales*

Within the Sales Department, amounts budgeted for promotions and advertising include booth expenses, exhibit space rentals, promotional materials, video production costs, and hospitality costs.



## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Operating Expenses**

#### Air Service

<b>Budget</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 25-26</b>	<b>FY 24-25*</b>	<b>FY 23-24</b>

<b>Air Service</b>	<b>\$ 1,750,000</b>	<b>\$ 3,000,000</b>	<b>\$ 347,734</b>
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\*Estimated total Air Service spending for FY 24-25 is \$200,000.

Per Board direction, the maximum allocation for Air Service is \$3,000,000.

It is anticipated that \$200,000 in Air Service will be spent on Air Service in FY 24-25.

Given the amounts spent in prior years, this amount was reduced to \$1,750,000 in FY 25-26 to prioritize other organizational initiatives.



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Supplies and Services

	<b>Budget</b>	<b>Budget/ Projected</b>	<b>Actual</b>
	<b>FY 25-26</b>	<b>FY 24-25</b>	<b>FY 23-24</b>
Facilities *	\$ 8,311,971	\$ 7,783,638	\$ 8,873,648
General and Administration	2,215,887	2,350,027	1,759,272
Executive Office	432,500	440,397	405,536
Sales			
Convention Sales	267,856	267,856	200,686
Tourism Sales	28,740	28,740	31,184
Total Sales	296,596	296,596	231,870
Marketing	79,545	98,245	76,814
<b>Total</b>	<b>\$ 11,336,499</b>	<b>\$ 10,968,902</b>	<b>\$ 11,347,139</b>

#### *Facilities*

The majority of supplies and services costs for the RSCVA (73%) are generated by the facilities, for costs including utilities, contracted security, contracted labor, repairs and maintenance, supplies, and administrative costs. This area has been heavily impacted by inflation during the last few years. While certain costs largely fluctuate with business levels (such as temporary labor) many of these costs are fixed in nature (such as utilities) with small variations in relation to business levels. The increase noted in FY 25-26 is largely due to increased operating expenses associated with the United States Bowling Congress (USBC) Open Championships that will be held in 2026.

##### \* Breakdown - Facilities Services and Supplies

Utilities	\$ 2,944,208
Contracted Services, Security and Other	1,755,361
Contracted Labor	1,487,841
General and Administrative	995,550
Repairs and Maintenance	648,812
Supplies and Other	480,199
<b>Total</b>	<b>\$ 8,311,971</b>

Facilities utilities expenses have been heavily impacted by rate increases.

Other areas of facilities services and supplies have been heavily impacted by inflation and the increased costs associated with facilities activation.



## **Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget**

### **Operating Expenses**

#### Supplies and Services (continued)

##### *General and Administrative*

General and Administrative is where many of the general supplies and services costs for the organization are budgeted. Significant items in this category include: general liability insurance, which is budgeted at an increase of up to 20% (total of \$1,091,420) due to historical trends; information technology services, including licensing and various contractual costs (\$502,738); legal fees, including retainers and legal contingency (\$180,000); dedicated safety related expenses and other contractual costs.

##### *Executive Office*

Within the executive office budget, significant items include: building rent (\$296,704), memberships to local and national organizations (\$73,000), and contractual costs with the Reno-Sparks Chamber of Commerce for front desk reception services (\$21,996).

##### *Sales, Marketing, Air Service*

In total, these costs comprise 3.3% of total services and supplies, consisting of items such as contractual costs for sales and event management platforms, various dues and subscriptions, contracted obligations, postage, freight, potential fees for air service consulting, and various supplies.



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Travel and Entertainment

	<b>Budget FY 25-26</b>	<b>Budget FY 24-25</b>	<b>Actual FY 23-24</b>
Sales			
Convention Sales	\$ 799,947	\$ 936,837	\$ 885,288
Tourism Sales	64,628	75,676	82,608
Total Sales	864,575	1,012,513	967,896
Marketing	112,250	112,250	49,020
Executive Office	60,000	67,000	33,370
General and Administrative	89,280	57,280	2,468
<b>Total</b>	<b>\$ 1,126,105</b>	<b>\$ 1,249,043</b>	<b>\$ 1,052,753</b>

#### *Sales*

The majority of travel and entertainment expenses (77%) are budgeted within the Sales Department, consisting of lodging (\$332,045), registrations (\$194,117), entertainment (\$286,138), local transportation (\$29,625), and meeting expenses (\$22,650).

#### *Marketing, Executive Office, Finance and Administration*

Travel costs for other Departments are largely related to increased initiatives to provide staff opportunities for professional development, professional education, and networking. Travel costs have been impacted by significant fluctuations in the cost of airfare and overall inflation.



## RenoSparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Special Projects

The special projects category primarily consists of USBC Site Fees, special event funding, event sponsorships, commitments, and related costs.

	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>
	<b>FY 25-26</b>	<b>FY 24-25</b>	<b>FY 23-24</b>
Convention Sales	\$ 2,993,950	\$ 1,693,900	1,338,724
Event Development	1,500,000	500,000	-
Marketing	800,000	500,000	657,919
<b>Total</b>	<b>\$ 5,293,950</b>	<b>\$ 2,693,900</b>	<b>\$ 1,996,643</b>

#### *Sales*

A significant portion of this line item consists of Site Fees paid to the United States Bowling Congress in relation to the 2026 Open Championships. The remainder of this item consists of concessions, commitments, and event sponsorships. The most significant sponsorship in FY 25-26 is \$381,500 for the American Bus Association, which will be largely offset by a budgeted subsidy credit of \$320,000.

#### *Event Development*

Per previous Board direction, up to \$500,000 is budgeted annually through the Special Event Opportunity Fund. In FY 25-26, an additional \$1,000,000 has been budgeted to support the RSCVA's role as the at-risk promoter of events, as approved by the Board of Directors in January 2025.

The remainder of this line item consists of concessions, commitments, and event sponsorships.

#### *Marketing*

This portion of the Marketing budget consists of the \$500,000 for the Special Event Marketing Sponsorship Program and up to \$300,000 for a new partnership with Nevada Athletics.



## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Operating Expenses

#### Apportionment

Legislation enacted in 1999 requires one-half of the proceeds received from transient lodging taxes collected in Incline Village, Nevada and Crystal Bay, Nevada to be granted to Travel North Tahoe (Incline Village/Crystal Bay Visitor and Convention Bureau):

	<b>Budget FY 25-26</b>	<b>Budget/Projected FY 24-25</b>	<b>Actual FY 23-24</b>
Apportionment	\$ 2,082,091	\$ 2,192,721	\$ 2,165,918
<b>Total</b>	<b>\$ 2,082,091</b>	<b>\$ 2,192,721</b>	<b>\$ 2,165,918</b>

#### Small Equipment

Total small equipment purchases are budgeted at \$174,000, which is a decrease of 7% from the prior year. These expenses are primarily associated with replacing aging IT small equipment, in order to attain a 20% turnover ratio annually, in addition to small server upgrades and networking related costs.

#### Contingency

Contingency funds are budgeted at \$200,000 for FY 25-26, consistent with the prior year.



**Reno-Sparks Convention and Visitors Authority  
Fiscal Year 2025-2026  
Proposed Budget**

**Capital Projects Fund**

The Capital Projects Fund is used to account for financial resources to be used for the acquisition of assets, construction of assets, or the significant repair of assets.

The FY 25-26 Capital Improvement Plan will be submitted for separate review and approval by the Executive Director of Venue Operations. See the FY 25-26 Capital Improvement Plan for further details.

<b>Budget</b>
<b>FY 25-26</b>

<b>Capital Expenditures</b>	<b>\$ 4,205,000</b>
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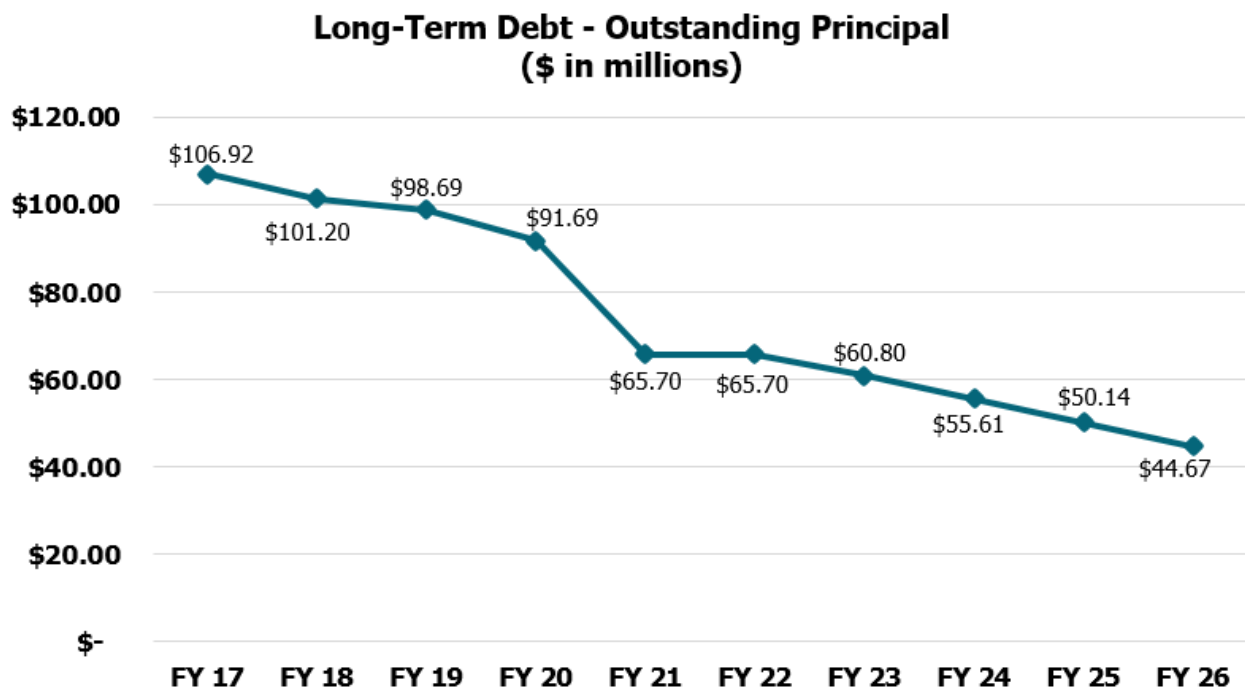




## Reno-Sparks Convention and Visitors Authority Fiscal Year 2025-2026 Proposed Budget

### Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources required for the repayment of debt principal and interest and are primarily funded through transfers. Debt Service Fund transfers vary yearly based on the bond structure. Transfers are budgeted at \$5,281,900 in FY 25-26 to meet debt obligations, including principal, interest, and fees associated with debt service and debt management.



# RENO F&B BUDGET

*Proposed 2025 2026 Budget*

# RENO BUDGET 2025 2026 BY LOCATION

*Reno – RSCC, REC, LEC, NBS*

LOCATION	SALES	OTHER INCOME	COS	PAYROLL	TOTAL DIRECT EXPENSES	PROFIT	RSCVA PROFIT
RSCC	1,503,095.00	1,052,753.00	375,774.00	938,868.00	560,997.00	680,209.00	632,594.00
REC	1,362,700.00	0.00	340,675.00	643,372.00	186,150.00	192,503.00	179,028.00
LEC	209,800.00	87,900.00	52,450.00	134,948.00	82,843.00	27,459.00	25,537.00
NBS	907,900.00	137,687.00	226,975.00	475,777.00	228,972.00	113,863.00	105,892.00
TOTAL	3,983,495.00	1,278,340.00	995,874.00	2,192,965.00	1,058,962.00	1,014,034.00	943,051.00
	5,261,835.00						
2023 ACTUALS	3,069,587						
2024 ACTUALS	3,272,044						
2025 ACTUALS PLUS 2 MONTH PROJECTION	3,760,149						

# RENO BUDGET 2024 2025 VS P&L BY YEAR THRU MARCH

*Reno – RSCC, REC, LEC, NBS*

YEAR	SALES	OTHER INCOME	TOTAL REVENUE	COS	PAYROLL	TOTAL DIRECT EXPENSES	PROFIT	RSCVA PROFIT
2022 2023	3,069,587.00	363,311.00	3,432,898.00	512,089.00	1,120,354.00	664,010.00	1,136,445.00	1,056,894.00
2023 2024	3,272,045.00	374,572.00	3,646,617.00	674,420.00	1,517,782.00	1,043,416.00	410,999.00	382,229.00
2024 2025	2,463,334.00	293,303.00	2,756,637.00	598,422.00	1,548,824.00	632,145.00	-22,754.00	-21,161.00
2024 2025 BUDGET	3,286,391.00	510,348.00	3,796,739.00	755,870.00	1,466,453.00	695,658.00	878,758.00	817,245.00
2025 2026 BUDGET	2,689,945.00	573,313.00	3,263,258.00	672,486.00	1,535,130.00	729,272.00	326,370.00	303,524.00
All Thru March								

# RENO BUDGET 2025 2026 VS P&L BY YEAR

## Reno – RSCC, REC, LEC, NBS

		RSCC	REC	LEC	NBS	TOTALS
2022-2023	SALES	1,893,014.00	1,049,432.00	441,252.00	960,240.00	4,343,938.00
	OTHER INCOME	288,759.00	458.00	99,506.00	304,445.00	693,168.00
	TOTAL REVENUE	2,181,773.00	1,049,890.00	540,758.00	1,264,685.00	5,037,106.00
	COS	339,162.00	188,023.00	79,057.00	172,045.00	778,287.00
	LABOR	707,273.00	392,091.00	164,861.00	358,767.00	1,622,992.00
	DIRECT EXPENSES	597,621.00	172,775.00	72,648.00	158,093.00	1,001,137.00
	PROFIT SPLIT	537,716.00	297,002.00	224,192.00	575,780.00	1,634,690.00
		RSCC	REC	LEC	NBS	TOTALS
2023-2024	SALES	2,248,198.00	1,267,536.00	374,815.00	686,426.00	4,576,975.00
	OTHER INCOME	416,099.00	16,959.00	116,536.00	39,401.00	588,995.00
	TOTAL REVENUE	2,664,297.00	1,284,495.00	491,351.00	725,827.00	5,165,970.00
	COS	507,676.00	286,228.00	84,639.00	155,004.00	1,033,547.00
	LABOR	1,089,417.00	614,214.00	181,624.00	332,623.00	2,217,878.00
	DIRECT EXPENSES	862,100.00	276,517.00	81,767.00	149,747.00	1,370,131.00
	PROFIT SPLIT	205,104.00	107,536.00	143,320.00	88,454.00	544,414.00
		RSCC	REC	LEC	NBS	TOTALS
2024-2025 THRU MARCH	SALES	1,428,275.00	522,296.00	196,398.00	316,365.00	2,463,334.00
	OTHER INCOME	156,756.00	4,285.00	112,878.00	19,385.00	293,304.00
	TOTAL REVENUE	1,585,031.00	526,581.00	309,276.00	335,750.00	2,756,638.00
	COS	346,974.00	126,882.00	47,711.00	76,855.00	598,422.00
	LABOR	898,030.00	328,394.00	123,486.00	198,915.00	1,548,825.00
	DIRECT EXPENSES	435,250.00	99,355.00	37,360.00	60,180.00	632,145.00
	PROFIT SPLIT	-95,225.00	-28,048.00	100,719.00	-200.00	-22,754.00
		RSCC	REC	LEC	NBS	TOTALS
2025 2026 BUDGET	SALES	1,503,095.00	1,362,700.00	209,800.00	907,900.00	3,983,495.00
	OTHER INCOME	1,052,753.00	0.00	87,900.00	137,687.00	1,278,340.00
	TOTAL REVENUE	2,555,848.00	1,362,700.00	297,700.00	1,045,587.00	5,261,835.00
	COS	375,774.00	340,675.00	52,450.00	226,975.00	995,874.00
	LABOR	938,868.00	643,372.00	134,948.00	475,777.00	2,192,965.00
	DIRECT EXPENSES	560,997.00	186,150.00	82,843.00	228,972.00	1,058,962.00
	PROFIT SPLIT	680,209.00	192,503.00	27,459.00	113,863.00	1,014,034.00

# RENO BUDGET 2025 2026 LABOR BREAKDOWN BY LOCATION

*Reno – RSCC, REC, LEC, NBS*

<u>CATEGORY</u>	<u>RSCC</u>	<u>REC</u>	<u>LEC</u>	<u>NBS</u>	<u>TOTALS</u>
SALES	1,503,095.00	1,362,700.00	209,800.00	907,900.00	3,983,495.00
OTHER INCOME	1,052,753.00	0.00	87,900.00	137,687.00	1,278,340.00
<b>TOTAL REVENUE</b>	<b>2,555,848.00</b>	<b>1,362,700.00</b>	<b>297,700.00</b>	<b>1,045,587.00</b>	<b>5,261,835.00</b>
MGMT	348,318.00	185,713.00	40,571.00	142,495.00	717,097.00
HOURLY	360,743.00	327,048.00	58,353.00	217,896.00	964,040.00
<b>TOTAL LABOR</b>	<b>709,061.00</b>	<b>512,761.00</b>	<b>98,924.00</b>	<b>360,391.00</b>	<b>1,681,137.00</b>
TEMP	76,675.00	40,881.00	8,931.00	31,368.00	157,855.00
PR TAXES	96,647.00	71,803.00	13,715.00	50,121.00	232,286.00
PR BENEFITS	56,485.00	17,927.00	13,378.00	33,897.00	121,687.00
<b>TOTAL LABOR WITH TAX &amp; BENEFITS</b>	<b>938,868.00</b>	<b>643,372.00</b>	<b>134,948.00</b>	<b>475,777.00</b>	<b>2,192,965.00</b>

<b>TEMP LABOR (AS A PERCENT OF REVENUE)</b>	3%	3%	3%	3%	3%
<b>PAYROLL TAXES (AS A PERCENT OF TOTAL LABOR)</b>	14%	14%	14%	14%	14%
<b>HOURLY LABOR (AS A PERCENT OF SALES)</b>	24%	24%	28%	24%	24%
<b>MANAGEMENT LABOR (AS A PERCENT OF REVENUE)</b>	14%	14%	14%	14%	14%
<b>TOTAL LABOR WITH TAX AND BENEFITS (AS A PERCENT OF SALES)</b>	62.46%	47.21%	64.32%	52.40%	<b>55.05%</b>
<b>CURRENT YEAR (2024 2025) THRU MARCH</b>					<b>62.90%</b>

# RENO BUDGET 2025 2026 COS BREAKDOWN BY LOCATION

*Reno – RSCC, REC, LEC, NBS*

<u>CATEGORY</u>	<u>RSCC</u>	<u>REC</u>	<u>LEC</u>	<u>NBS</u>	<u>TOTALS</u>
SALES	1,503,095.00	1,362,700.00	209,800.00	907,900.00	3,983,495.00
OTHER INCOME	1,052,753.00	0.00	87,900.00	137,687.00	1,278,340.00
<b>TOTAL REVENUE</b>	<b>2,555,848.00</b>	<b>1,362,700.00</b>	<b>297,700.00</b>	<b>1,045,587.00</b>	<b>5,261,835.00</b>
<b>COST OF SALES</b>	<b>375,774.00</b>	<b>340,675.00</b>	<b>52,450.00</b>	<b>226,975.00</b>	<b>995,874.00</b>
<b>COST OF SALES (AS A PERCNT OF SALES)</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>
<b>CURRENT YEAR (2024 2025) THRU MARCH</b>					<b>24.30%</b>

# RENO BUDGET 2025 - 2026 OTHER COSTS BREAKDOWN BY LOCATION

## Reno – RSCC, REC, LEC, NBS

CATEGORY	RSCC	REC	LEC	NBS	TOTALS
SALES	1,503,095.00	1,362,700.00	209,800.00	907,900.00	3,983,495.00
OTHER INCOME	1,052,753.00	0.00	87,900.00	137,687.00	1,278,340.00
<b>TOTAL REVENUE</b>	<b>2,555,848.00</b>	<b>1,362,700.00</b>	<b>297,700.00</b>	<b>1,045,587.00</b>	<b>5,261,835.00</b>
EMPLOYEE WELFARE	6,000.00	0.00	0.00	0.00	6,000.00
CREDIT CARD FEES	68,010.00	37,474.00	8,187.00	28,661.00	142,332.00
UNIFORMS/LINEN	13,925.00	4,420.00	3,298.00	8,357.00	30,000.00
INSURANCE	31,948.00	17,034.00	3,721.00	13,070.00	65,773.00
2% R&M RESERVE	51,117.00	27,254.00	5,954.00	20,912.00	105,237.00
FREIGHT EXPENSE	6,400.00	0.00	0.00	0.00	6,400.00
PRINTING EXPENSE	1,872.00	0.00	0.00	0.00	1,872.00
PROTECTIVE SERVICES	450.00	450.00	450.00	450.00	1,800.00
COMPANY VEHICLE	3,600.00	0.00	0.00	0.00	3,600.00
LONG TERM EXPENSE	240.00	0.00	0.00	0.00	240.00
CAFETERIA/OPERATING SUPPLIES	44,725.00	9,630.00	5,610.00	18,298.00	78,263.00
JANITORIAL EXPENSE	6,390.00	1,605.00	894.00	2,614.00	11,503.00
OFFICE SUPPLIES	9,000.00	0.00	0.00	0.00	9,000.00
TECH COST - COMPUTERS	7,800.00	0.00	0.00	0.00	7,800.00
TECH COST - SUBSCRIPTIONS	7,704.00	0.00	0.00	0.00	7,704.00
TECH COST- CELL	7,596.00	0.00	0.00	0.00	7,596.00
TECH COST - CHARGEOUTS	3,096.00	0.00	0.00	0.00	3,096.00
TECH COST - SOFTWARE	33,096.00	0.00	0.00	0.00	33,096.00
TRAVEL	12,084.00	0.00	0.00	0.00	12,084.00
RECRUITING	3,000.00	0.00	0.00	0.00	3,000.00
PEST CONTROL	6,678.00	2,166.00	2,421.00	1,728.00	12,993.00
TAXES & LICENSES	62,252.00	19,758.00	14,744.00	37,358.00	134,112.00
TAXES - PROPERTY	1,362.00	1,362.00	1,362.00	1,362.00	5,448.00
TAXES - SALES TAX	639.00	341.00	74.00	261.00	1,315.00
DEPRECIATION	133,673.00	44,217.00	31,661.00	80,218.00	289,769.00
MANAGEMENT FEE	38,338.00	20,441.00	4,466.00	15,684.00	78,929.00
<b>TOTALS OTHER COSTS</b>	<b>560,995.00</b>	<b>186,152.00</b>	<b>82,842.00</b>	<b>228,973.00</b>	<b>1,058,962.00</b>
<b>OTHER COSTS – AS A PERCENT OF REVENUES</b>	<b>22%</b>	<b>14%</b>	<b>28%</b>	<b>22%</b>	<b>20%</b>
<b>CURRENT YEAR (2024 2025) THRU MARCH</b>					<b>22.93%</b>





# FACILITIES



# CAPITAL FY 25-26 BUDGET

## RENO-SPARKS CONVENTION CENTER

Q1	BLEACHER PURCHASE	\$808,000
Q1	SKYLIGHT REPLACEMENT	\$600,000
Q1	TRACK EQUIPMENT	\$18,000
Q2	PURCHASE NEW BALLROOM CARPET	\$350,000
Q3	ELECTRONIC KEY INSTALLATION	\$250,000
Q3	DIGITAL DISPLAYS	\$100,000
Q3	PURCHASE NEW 500 TON CHILLER	\$700,000
Q4	NEW DIGITAL VIDEO WALL	\$140,000
	TOTAL	\$2,966,000

# CAPITAL FY 25-26 BUDGET

## RENO-SPARKS LIVESTOCK EVENTS CENTER

Q1	GRANDSTAND/BLEACHER REPAIR	\$90,000
Q1	PURCHASE NEW FOLDING TABLES	\$58,000
Q1	PURCHASE NEW EVENT CHAIRS	\$7,000
Q2	PURCHASE NEW UTILITY VEHICLES	\$56,000
Q2	PURCHASE A NEW BUDDY TRAILER	\$60,000
Q3	RESTROOM REMODEL FOR PAVILLION	\$40,000
Q3	PURCHASE NEW TURF TRACTOR	\$90,000
Q3	PURCHASE NEW FORKLIFT	\$65,000
	TOTAL	\$466,000

# CAPITAL FY 25-26 BUDGET

## NATIONAL BOWLING STADIUM

Q1	PURCHASE/INSTALL NEW CARPET FOR THE THEATER	\$30,000
Q2	STADIUM CLUB UPGRADE	\$125,000
	TOTAL	\$155,000

# CAPITAL FY 25-26 BUDGET

## RENO EVENTS CENTER

Q1	PURCHASE NEW PIPE AND DRAPE	\$10,000
Q2	PURCHASE NEW BLEACHER CURTAINS	\$25,000
Q3	PURCHASE NEW LIGHTING AND SOUND EQUIPMENT	\$300,000
	TOTAL	\$335,000

# CAPITAL FY 25-26 BUDGET

## PROJECTS FOR ALL VENUES AND IT PROJECTS

Q2	STORAGE ARRAY UPGRADES	\$32,000
Q3	CORE SWITCH UPGRADES	\$120,000
	CAPITAL RESERVE	\$131,000
	TOTAL	\$283,000

# CAPITAL FY 25-26 BUDGET

PERCENTAGE OF CAPITAL DOLLARS PER VENUE		
RSCC	70.53%	\$2,966,000
RSLEC	11.08%	\$466,000
NBS	3.69%	\$155,000
REC	7.96%	\$335,000
IT	3.61%	\$152,000
RESERVE	3.12%	\$131,000

# CARRYFORWARD PROJECTS

Facility	Item	Description	Remaining Cost Estimate at 6/30/2025	Status (In progress, Not Started, etc.)	Estimated Completion Date
ADMN	New Marketing Lounge	Add privacy cubes to the existing open work areas along with new meeting table and chairs.	30,000	In progress	7/30/2025
NBS	Electrical Upgrade to Temp Power	Catwalk power at the NBS to be switched from temporary power to permanent power.	175,000	In progress	6/30/2025
NBS	Weatherproof Fourth Floor Windows	Repair window caulking and wrap for fourth floor windows.	125,000	Not Started	8/1/2025
REC	Purchase New Forklift	Current forklifts are outdated and do not have the mobility like newer models.	65,000	In progress	8/30/2025
RSCC	Paving	Paving D, E, & F parking lots	1,300,000	In progress	8/30/2025
RSCC	Cooling Tower Repair #3	Repair cooling tower that has completely failed and is no longer functioning.	450,000	Not Started	9/30/2025
RSCC	Runway Windows	Refurbish weather strips and install weather deflector.	300,000	Not Started	8/30/2025
RSCC	Hot Water Tank & Heat Exchanger	Replace old equipment.	500,000	In progress	8/30/2025
RSCC	Stucco Replacement	Stucco on the roof wall needs to be replaced.	100,000	In progress	7/30/2025
RSCC	Purchase and install new cam locks	Install service connectors with cam locks on building electrical disconnects.	700,000	In progress	Multiple phases, 6/30/2026
RSCC	Wi-Fi renovations	Upgrade existing internet hardline connections throughout the whole building and upgrades to wi-fi access points.	700,000	In progress	8/30/2025
RSCC	Lighting Upgrades for AMR/Ballroom	Old dimmer racks need to be evaluated and replaced. The lighting controls will need to be upgraded.	725,000	Not Started	2/1/2026
RSCC	Repavement of Lot C	Repave parking lot sections with severe wear.	700,000	Not Started	11/1/2026
RSCC	P/A Speaker Upgrade	Upgrade the system by replacing old and outdated speakers.	200,000	Not Started	9/1/2025
RSLEC	Cooling Tower Repair #3	Replace LED message board.	300,000	On Hold	On Hold
RSLEC	Parking Lot Resurface	Parking Lot Resurface.	500,000	Not Started	6/1/2026
RSLEC	Purchase A/V Equipment	Currently RSLEC is borrowing A/V equipment from the Convention Center due to not having enough for their events.	80,000	In progress	8/1/2025
RSLEC	Main Arena Speaker Upgrade	Upgrade the system by replacing old and outdated speakers.	150,000	In progress	7/30/2025
RSLEC	Digital Signs	Purchase of digital signs.	50,000	In progress	6/30/2025





# **SPECIAL EVENT MARKETING SPONSORSHIP**



# Special Event Marketing Sponsorship FY 25/26

## Overview

- \$500,000 budget - Marketing
- 54 total applications – most in program's history
- 1<sup>st</sup> of two official openings of application

## Panel Process

- CEO, Marketing, Sales and Event Development
- Qualifications and Considerations
  - **Partnership with at least 2 Washoe County properties**
  - **Annually held**
  - Ability to grow/increase room nights
  - Plans for funding dollars
  - Uniqueness
  - Positive perception of destination/aligns with brand
  - Marketing opportunities
  - Potential reach
  - Location/Beneficiaries

## Emerging

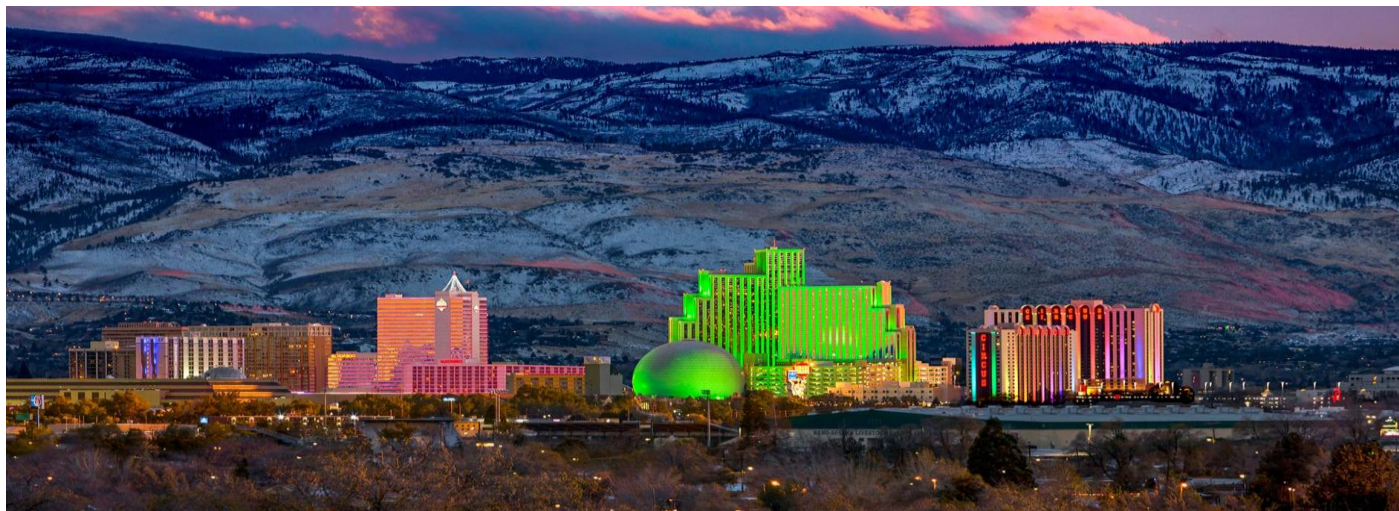
- Reno Dance Festival: \$0
- The Princess Bride Film in Concert: \$0
- Now or Never: \$0
- Ashes to Art: \$0
- Neon Nite Series: \$0
- ElectroCarnage: \$0
- Life in Lite: \$0
- Glow Plaza Summer Series: \$0
- Drifters Music Festival: \$0
- Tripwire: \$0
- Brighter Daze: \$0
- Northern Nevada Celtic Ceilidh: \$2,000
- Gambler's Run Music Festival: \$2,500
- WCRHA Star Spangled Slide: \$2,500
- Rollin Reno: \$3,000
- Dancing on the River: \$3,000
- Dia de los Muertos: \$3,000
- Reno Antique Faire: \$4,000
- Dark Corner Haunted House: \$5,000
- Wild West Watercross: \$5,000
- AMA Endurocross: \$5,000
- Stadium GP: \$5,000
- Dragon Lights Reno: \$10,000
- Reno Tahoe International Art Show: \$20,000
- Western Lights Festival: \$25,000

## Established

- Reno Ukulele Festival: \$900
- Western States Red Angus Show: \$900
- Western States Hereford Show/Sale: \$1,500
- Coors Light Boneyard Blast: \$1,500
- Bowers Bluegrass Festival: \$2,000
- NPC Mother Lode: \$2,500
- Reno Jazz Festival: \$5,000
- AMA Arenacross: \$5,000
- Sparks Hometowne Christmas: \$5,000
- Western States Finals: \$5,000
- Tahoe Film Fest: \$6,000
- Street Vibrations Spring Rally: \$8,000
- TEDxReno: \$10,000
- Numaga Powwow: \$10,000
- Northern Nevada Pride: \$10,000
- Region 3 Championship Horse Show: \$11,000
- Reno Snaffle Bit Futurity: \$15,000
- Lake Tahoe Shakespeare Festival: \$15,000
- Classical Tahoe: \$15,000
- Dancing in the Streets: \$15,000
- Reno River Festival: \$15,000
- Legion Sports Fest: \$15,000
- Cordillera International Film Fest: \$15,000
- ACTRA National Finals: \$20,000
- OffBeat Music Festival: \$25,000

## Legacy

- Street Vibrations Fall Rally: \$10,000
- Hot August Nights: \$15,000
- Artown: \$25,000
- The Great Reno Balloon Race: \$30,000



# THANK YOU





To: Reno Tahoe Board of Directors

From: Mike Larragueta, President & CEO

Cc: Hillary Schieve, RSCVA Board Chair

Date: May 22, 2025

Subject: Presentation, Review, Discussion and Possible Approval on the Direction of the Fiscal Year 2026-2028 Three-Year Strategic Plan

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### Executive Summary

Following a presentation from OnStrategy and RSCVA staff, the Board of Directors is being asked to review, discuss and approve the direction of the proposed Fiscal Year 2026-2028 Three-Year Strategic Plan, incorporating Urban Core Revitalization, Venue Activation & Event Attraction, Visitor Access, and Organizational Sustainability & Performance. With Board direction, the RSCVA President and CEO, staff, and the RSCVA's planning partner OnStrategy, will complete the initiatives and tactics to be presented to the Board of Directors at its June 2025 meeting.

### Background

In 2022, the RSCVA developed a three-year strategic plan which is set to expire on June 30, 2025. This February, RSCVA President and CEO, and staff, engaged local consulting and strategic planning firm OnStrategy to become the RSCVA's strategic planning partner for this project.

The planning process began with a February stakeholder meeting, in which community members were invited to give their perspective on the current state of Reno Tahoe as a travel destination, identifying challenges and potential solutions to ensure the sustained benefits of tourism throughout Washoe County and Northern Nevada. Meetings to ascertain organizational priorities were held with individual RSCVA Board Members in March. Results compiled from those fact-finding efforts were integral to guiding the framework for the proposed strategic plan.

OnStrategy and the RSCVA team is taking an aggressive approach to this new plan, focusing on priorities that require the collaboration of various community leaders and organizations, representing a vision for what might be possible outside the day-to-day operations of the RSCVA and its partners. While the RSCVA is steadfast in its purpose to generate overnight visitation to Washoe County transient lodging establishments via sales and marketing efforts, this proposed plan incorporates the priorities of the broader Reno Tahoe tourism community and its intent to sustain the regional tourism economy for decades to come.



### Fiscal Impact

Approval of the Three-Year Strategic Plan will not incur expenses in addition to the FY 2025-26 approved budget.

### Recommendation

Staff is recommending approval on the direction of the Fiscal Year 2026-2028 Three-Year Strategic Plan, with the full plan to be presented to the Board of Directors for possible approval at the June 2025 meeting of the RSCVA Board of Directors.



# **FY26-28 Strategic Plan Draft**

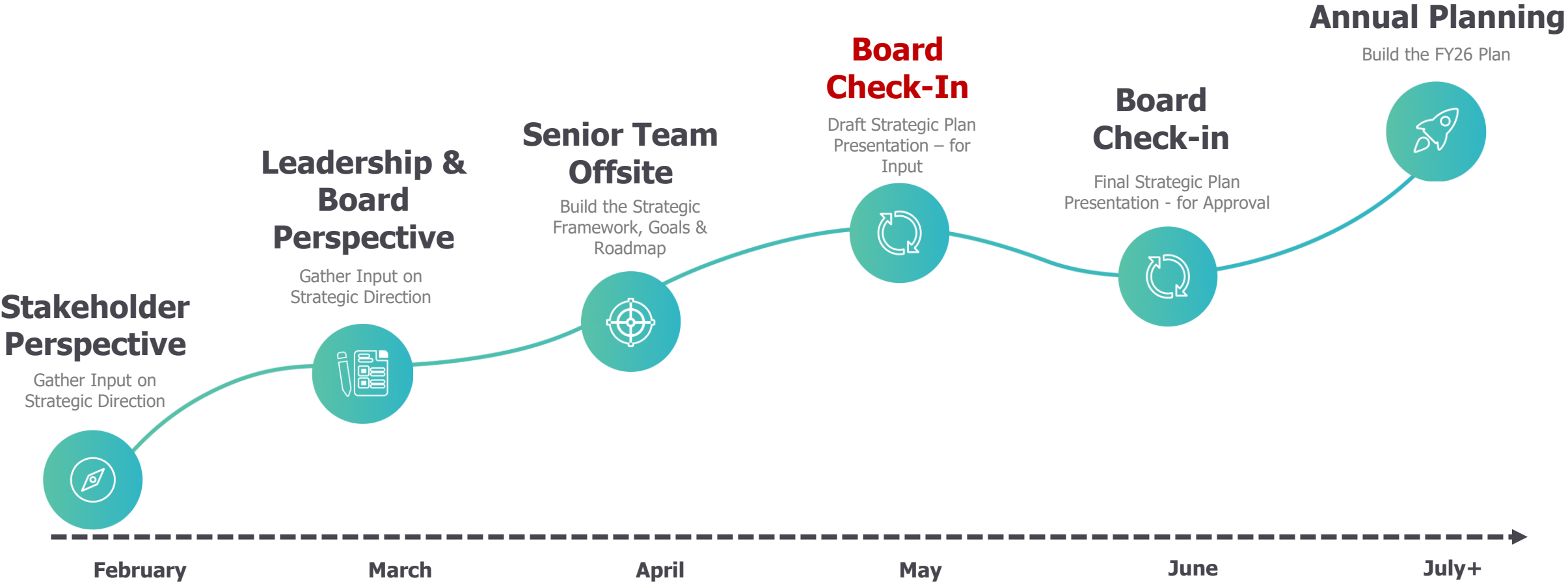
**RSCVA BOARD OF DIRECTORS**

**May 22, 2025**





# RSCVA Planning Process Timeline





# Strategic Plan Purpose

We are building a plan to address...

- ✓ Regional Stakeholder Feedback
- ✓ Board Priorities
- ✓ Community Concerns
- ✓ Visitor Feedback

...by focusing on regional priorities that require cross-agency collaboration.



# Board Priorities

- 1 Destination & Infrastructure Development
- 2 Elevating Signature Events & Venue Utilization
- 3 Reinforcing Brand Identity & Storytelling
- 4 Strengthening Regional Collaboration & Stakeholder Engagement
- 5 Diversifying the Visitor Experience
- 6 Sustaining Economic Impact & Room Tax Funding
- 7 Ensuring Organizational Governance & Operational Excellence



# Stakeholder Priorities

- 1 Maintaining Air Service
- 2 Elevating Signature Events & Attractions
- 3 Improving Regional Transportation
- 4 Enhancing Retail/Shopping Options
- 5 Investing in Multi-Use & Outdoor Facilities



# Strategic Plan Focus

1

## Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers - creating vibrant spaces for visitors and the community to live, work, and play.

2

## Venue Activation & Event Attraction

Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

3

## Visitor Access

Visitors have easy access to the local attractions and venues throughout Reno Tahoe.

4

## Organizational Sustainability & Performance

RSCVA is known for operational excellence, transparency, and community leadership.



# 1 Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers - creating vibrant spaces for visitors and the community to live, work, and play.

---

## What Success Will Look Like:

- Community collaboration to make strides in improving the Downtown District and river corridor.
  - Clean, vibrant downtown that integrates the river as a central feature, offering recreational and aesthetic value.
  - An urban core that provides a mix of outdoor activities, gaming, dining, and cultural experiences for a memorable guest experience.
- 



# 1 Urban Core Revitalization

## Our Role

**Drive** use of the Reno Events Center and National Bowling Stadium for events

**Advocate** for transformation projects with regional partners

**Support** visitation by marketing assets, providing parking solutions, and elevating the Visitor Center experience.



# 1 Urban Core Revitalization

## Areas of Focus

---

1

Advocate for an activated, vibrant downtown.

---

2

Fully utilize the river as a tourism asset.

---

3

Make it easier for visitors to experience Reno Tahoe.



# 2 Venue Activation & Event Attraction

Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

---

## What Success Will Look Like:

- Modern, upgraded venues that attract high-profile events.
  - Venues are fully utilized, evening out midweek and seasonal lulls.
  - Pursuing opportunities to drive new festivals, concerts, and events throughout the region.
- 





# 2 Venue Activation & Event Attraction

## Our Role

**Drive** event bookings in all RSCVA venues & throughout Reno Tahoe.

**Drive** relationships with events producers.

**Advocate** for infrastructure improvements near events venues.



# 2 Venue Activation & Event Attraction

## Areas of Focus

---

1

Enhance RSLEC attractiveness through venue updates.

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2

Activate REC with concerts and other events.

---

3

Maintain & moderately expand RSCC track and convention business.

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4

Creatively activate the National Bowling Stadium.

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5

Attract regional events, targeting arts & culture, food & beverage, sports, and music.



# 3 Visitor Access

Visitors have easy access to local attractions and venues throughout Reno Tahoe.

---

## What Success Will Look Like:

- Maintained air lift, with a focus on routes from regional hubs.
  - Walkable spaces in heavily trafficked areas, such as the Riverwalk District and Virginia St.
- 



# 3 Visitor Access

## Our Role

**Support** partnerships in air service development with legacy carriers.

**Advocate** for increased shared transportation ridership, using our marketing reach.



# 3 Visitor Access

## Areas of Focus

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1

Support air service development.

---

2

Encourage sustainable access to and from the Lake Tahoe Basin.

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3

Be the voice of the visitor in getting around the community.

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# 4 Organizational Sustainability & Performance Scorecard

RSCVA is known for operational excellence, transparency, and community leadership.

---

## What Success Will Look Like:

- A cohesive team culture, avoiding overextension of staff.
  - Team stays focused on core mission activities without distraction.
  - Regional stakeholders are actively engaged and bought into the success of the region.
  - Maintained fiscal stewardship of public funds.
- 



# 4 Organizational Sustainability & Performance Scorecard

## Our Role

**Drive** development, capabilities, and satisfaction of RSCVA staff.

**Drive** responsible financial programming.

**Convene** and engage regional stakeholders in contributing to the success of the region.



# 4 Organizational Sustainability & Performance Scorecard

## Areas of Focus

---

1

Support employee engagement.

---

2

Advance organizational capabilities.

---







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[VisitRenoTahoe.com](http://VisitRenoTahoe.com)

To: RSCVA Board of Directors  
From: Mike Larragueta, President & CEO  
Christina Erny, Vice President of Marketing  
Cc: Mayor Schieve, RSCVA Board Chair  
Date: May 22, 2025

Subject: Review, discussion and possible action for award of RFP 2025-MKT01 for agency of record and media buying services to Miles Partnership in an amount not to exceed \$786,000 per year for a three-year term for basic services

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### Executive Summary

The Board of Directors is being asked to review, discuss and approve the award of RFP 2025-MKT01 for agency of record and media buying services to Miles Partnership in an amount not to exceed \$786,000 per year for a term of three years. RSCVA staff is seeking additional approval to authorize the President/CEO to negotiate and execute the definitive contract with Miles Partnership.

### Background/Analysis

The Reno-Sparks Convention and Visitors Authority (RSCVA) went out to bid for Agency of Record and Media Buying Services (RFP 2025-MKT01) seeking to contract with an experienced organization to serve as our lead integrated Agency of Record – a collaborative partner in amplifying our brand, driving visitation and delivering measurable impact through innovative, data-driven media strategies – for a multi-year term. We are seeking a highly creative and dynamic agency partner with deep media expertise, creative thinking and a shared passion for shaping the future of destination marketing. The Agency of Record acts as the owner of our brand strategy, serving as our lead agency in the implementation of creative development, audience targeting, and integrated efforts with various partners, and executing all aspects of our paid media initiatives. Expertise in strategy development and media buying is required, along with breadth of knowledge and proven experience across a wide variety of marketing channels to fulfil our vision for this role. As the RSCVA's lead agency, our chosen partner will be responsible for the efficient strategic execution of our key initiatives, ensuring brand consistency across all channels, as well as the direct management of all paid media activities.

The following schedule was followed:

- Request for Proposal Available – Thursday, March 13, 2025
- Questions Submissions Due – Thursday, March 27, 2025
- Responses to Questions Issued – Tuesday, April 1, 2025

- Submission Deadline – Tuesday, April 22, 2025, by 3:00 p.m. PT
- Bid Opening Time – Tuesday, April 22, 2025, at 4:00 p.m. PT
- Interviews of Finalists in Reno, NV – Scheduled May 5-15, 2025 per availability
- Contract Recommendations to Board of Directors – Thursday, May 22, 2025

Fifteen proposals were submitted and evaluated by a panel of six – consisting of four RSCVA staff and two community leaders. After a thorough and individual review of all RFP submissions, the panel invited back the top four scored submissions for an in-person interview for further evaluation. The in-person interviews consisted of 45 min presentation and 30-minute Q&A for a total of 1 hour and 15 minute presentations.

All 15 agencies who submitted were evaluated on the following 14 criteria points for their proposal:

- **Industry Experience:** Experience working with travel brands, developing innovative, cross channel marketing and advertising programs that drive visitation
- **Expertise: AOR & Brand Strategy:** Expertise in strategic account planning, brand strategy, strategy development, marketing channels, research/trends, project management, team leadership, creative services
- **Expertise: Media Buying:** Expertise in strategic account planning, strategy development, media channels, data/insights, project management, and media partners
- **Thought Leadership/Innovation:** Demonstrated track record of thought leadership and innovation in brand, creative and media buying strategies, leveraging latest technology, platforms and trends
- **Partnerships:** Track record of proactively seeking, building and maintaining relationships with reputable media partners and platforms, and maximize added-value opportunities and ROI for clients
- **Performance:** Performance-driven decision making, using media research, data and analytics
- **Project Management:** Experience collaborating and managing projects, initiatives and relationships with various third-party marketing partners and platforms
- **Clarity of Vision and Requirements:** Ability to clearly communicate the vision and requirements of the proposed strategies
- **Value of Proposed Solution:** Value of proposed solution, balancing quality of deliverables and cost
- **Impact of Case Study:** Case Study impact and relevance
- **Intuitive Assessment:** Intuitive assessment of the agency/proposal and their ability to fulfill the vision for the partnership
- **Location:** The primary account team and staff resources are located in an area considered in close proximity to Reno Tahoe
- **Potential Conflicts of Interest:** The agency has an existing relationship/partnership that represents a potential conflict of interest.
- **Incomplete Proposal:** The agency provided an incomplete proposal or did not follow the proper procedure for submission.

The final four agencies were additionally evaluated on the following 21 criteria points for their proposal:

- **Team Overview**
  - Clarity of team roles and responsibilities
  - Chemistry and collaborative approach

- Relevant experience and expertise
- **Strategy & Creative**
  - Strength and originality of strategic thinking
  - Alignment with Reno Tahoe brand
  - Creativity and vision
  - Clarity and execution of ideas
- **Advertising & Media Buying**
  - Smart targeting and channel selection
  - Innovative use of media/tools
  - ROI-focused and budget maximization
  - Measurement and optimization plan
- **Partnership Strategy**
  - Thought leadership of local and national partnerships
  - Creative and strategic approach to partnership development
  - Integration with broader strategy
- **Q&A Session**
  - Clarity and confidence in responses
  - Chemistry with panel/team
  - Depth of knowledge
  - Adaptability and problem-solving
- **Overall Impression**
  - Fit with Reno Tahoe team and brand
  - Long-term potential of relationship
  - Differentiation from competitors

Miles Partnership was the top ranked agency after being evaluated by each of the six panel members on the 35 criteria points.

## Scoresheet Samples:

RFP2025-MKT 01 Master Scoresheet

To be completed once all individual scores have been submitted by the RFP candidate.

Agency Scoring			Core Builder											Rank Enhancer	Rank Reducer	
Agency Name	Rank (1-10)	Total Score	Industry Experience	Expertise: ACR & Brand Strategy	Expertise: Media Buying	Thought Leadership/Innovation	Relationships	Performance	Project Management	Clarity of Vision & Requirements	Value of Proposed Solution	Impact of Case Study	Intuitive Assessment	Location	Potential Conflicts of Interest	Incomplete Proposal
Agency 1	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 2	2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 3	3	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 4	4	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 5	5	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 6	6	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 7	7	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 8	8	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 9	9	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 10	10	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 11	11	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 12	12	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 13	13	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 14	14	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Agency 15	15	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Note: Final score for each variable is the average of the combined scores of each individual panel member.

Final Total Points is the sum of those averages for each variable per agency.

**RFP2025-MKT 01 | In-Person Presentation Scorecard***Tally of final scores (averages from each panel member's scorecard calculated after in-person presentations).*

Evaluation Area	Criteria	Agency 1	Agency 2	Agency 3	Agency 4
Team Overview	Clarity of team roles and responsibilities	X	X	X	X
	Chemistry and collaborative approach	X	X	X	X
	Relevant experience and expertise	X	X	X	X
Strategy & Creative	Strength and originality of strategic thinking	X	X	X	X
	Alignment with Reno Tahoe brand	X	X	X	X
	Creativity and vision	X	X	X	X
	Clarity and execution of ideas	X	X	X	X
Advertising & Media Buying	Smart targeting and channel selection	X	X	X	X
	Innovative use of media/tools	X	X	X	X
	ROI-focused and budget maximization	X	X	X	X
	Measurement and optimization plan	X	X	X	X
Partnership Strategy	Thought leadership of local and national partnerships	X	X	X	X
	Creative and strategic approach to partnership development	X	X	X	X
	Integration with broader strategy	X	X	X	X
Q&A Session	Clarity and confidence in responses	X	X	X	X
	Chemistry with panel/team	X	X	X	X
	Depth of knowledge	X	X	X	X
	Adaptability and problem-solving	X	X	X	X
Overall Impression	Fit with Reno Tahoe team and brand	X	X	X	X
	Long-term potential of relationship	X	X	X	X
	Differentiation from competitors	X	X	X	X
TOTAL SCORE:		X	X	X	X

**Fiscal Impact**

Funds for the contract with Miles Partnership for Agency of Record and Paid Media are budgeted in the fiscal year 2025/2026 marketing budget, if approved by the Board of Directors. The contract is expected not to exceed \$786,000.

**Recommendation**

Staff recommends the following motion: The Board moves to approve the authorization of the President and CEO to execute agreements with Miles Partnership for Agency of Record and Paid Media in an amount not to exceed Seven Hundred and Eighty-Six Dollars (\$786,000) for a term of three years.



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

Strategic Goals	CEO Goal	FY 24/25 Target	Weighting	Process
<b>Goal #1: Group Room Night Goal</b>	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.	<b>20%</b>	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.
<b>Goal #2: Marketing</b>	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)	<b>10%</b>	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)	<b>10%</b>	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)	<b>10%</b>	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.
<b>Goal #3: Leisure Room Night Goal</b>	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.	<b>15%</b>	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.
<b>Goal #4 Facility Revenues</b>	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"> <li>The Venue Sales team has an annual goal of <b>\$2,445,523.</b></li> <li>The RSLEC Sales and Events Manager has a goal of <b>\$1,317,537.</b></li> <li>The RSCC Events Team has an annual goal of <b>\$1,175,125.</b></li> <li>The REC/NBS Events Team has a goal of <b>\$1,097,410.</b></li> <li>The Sponsorship and Sales Manager has an annual goal of <b>\$400,000.</b></li> </ul>	<b>15%</b>	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.

<b>Goal #5 Community Engagement</b>	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.	<b>10%</b>	Bonus given if goal achieved
<b>Goal #6 Staff Retainment</b>	Improve full-time staff retainment (voluntary terminations/exits) by 5%.	Voluntary terminations are decreased by a minimum of 5%.	<b>5%</b>	Bonus given if goal achieved
<b>Goal #7 Staff Survey's</b>	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.	<b>5%</b>	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. Therefor 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.



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Date: May 14, 2025

To: Executive & Legislative Committee

From: Mike Larragueta, President/CEO

Subject: **Fiscal Year 2024/25 Approved CEO Goals - PACING**

Strategic Goals	CEO Goal	Pace	Forecast
<b>Goal #1: Group Room Night Goal</b>	Increase produced group room nights 8.2% over FY 24/25. Group Room Nights goal of 261,122	251,596 room nights achieved against a goal of 261,122 or 96% of goal. As of 3.31.25.	270,425 room nights achieved against a goal of 261,122 or 104% of goal.
<b>Goal #2: Marketing</b>	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)	16.6%  As of 3.31.25.	17%
	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)	14.1%  As of 4.30.25	14%

	<p>Earned Media Placements</p> <p>Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)</p>	<p>168 through 3.31.25</p> <p>180 through 4.30.25* anticipated</p>	215
<p><b>Goal #3: Leisure Room Night Goal</b></p>	<p>Produce 634,110 cash hotel room nights.</p>	<p>82% Of Goal: 519,190. As of 3/31/2025</p>	<p>8% Above Goal 688,456</p>
<p><b>Goal #4 Facility Revenues</b></p>	<p>Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC</p>	<p>RSCC is expected to achieve \$3,093,461 for FY 2025 or 104% of budget.</p> <p>NBS is expected to achieve \$340,430 for FY 2026 or 123% of Goal.</p> <p>REC is expected to achieve \$1,036,385 or 58.1% of goal.</p> <p>RSLEC is expected to achieve \$1,195,498 or 85.9% of Goal.</p>	<p>Overall goal \$5,665,774 or 88% of Goal.</p>

<b>Goal #5 Community Engagement</b>	20 Activities per year	Achieved	Expected to achieve 46 total activities by June 30, 2025
<b>Goal #6 Staff Retainment</b>	Improve full-time staff retainment (voluntary terminations/exits) by 5%.	Pacing April through June = 11.8% (2 per month)  July 2024-March 2025= 8%	Prior year attrition rate = 10%  Expected to exceed prior year at 11.8%
<b>Goal #7 Staff Survey's</b>	Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity.	Achieved	Employee survey was sent out and completed in February 2025

Jul-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Shriners Parade	Mike	7/2/2024	
NHLA Luncheon Presentation	Mike	7/16/2024	
WIN Nevada	Mike	7/26/2024	
Capital Projects Surcharge Advisory Committee	Mike	7/30/2024	
Governors Dinner	Mike	7/24/2024	
5			

Aug-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Reno YPN	Mike	8/20/2025	
1			

Sep-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Moana Springs Pool Grand Opening	Mike	9/3/2024	
Indy Talks	Mike	9/4/2024	
Biggest Little Golf Classic	Mike	9/13/2024	
Q2 Stakeholder Meeting	Mike	9/25/2024	
Loop Road Ribbon Cutting	Mike	9/30/2024	
5			

Oct-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Economic Forum Presentation		10/16/2024	
City of Sparks Mayors Cup	Mike	10/11/2024	
Lions Club Presentation	Mike	10/17/2024	
Interview w/NV Sports Network	Mike	10/23/2024	
UNR Sports Management Presentation	Mike	10/9/202	
5			

Nov-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Alliance of Partners w/Gov Lombardo	Mike	11/13/2024	
DMO Presentation LTVA Board Members	Mike	11/14/2024	
2			



Dec-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Visit Carson City Presentation	Mike	12/9/2024	
1			

Jan-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
HAN Event Press Conference	Mike	1/13/2025	
NBS 30th Anniversary Event	Mike	1/27/2025	
Development Community Lunch City Of Reno	Mike	1/30/2025	
3			

Feb-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
City of Reno Wildfire Panel Discussion	Mike	2/6/2025	
Bobby Dolan Dinner	Mike	2/6/2025	
EDAWN State of the Economy Luncheon	Mike	2/13/2025	
Eye on travel with Peter Greenberg		2/13/2025	
Mayor Lawson's State of the City Address		2/24/2025	
Quarterly Stakeholder Meeting		2/26/2025	
6			

Mar-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
NHLA Luncheon	Mike	3/4/2025	
Capital Projects Surcharge Advisory Committee	Mike	3/4/2025	
Reno/Austin Kick-Off Flight	Mike	3/6/2025	
J Resorts Ribbon Cutting	Mike	3/6/2025	
UNR College of Business Presentation	Mike	3/12/2025	
HAN Foundation Dinner	Mike	3/14/2025	
PBA Championships	Mike	3/19/2025	
7			

Apr-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Tourism Day at Legislature	Mike	4/1/2025	
UNR Wolfpack Shadow Day	Mike	4/11/2025	
J Resorts Festival Grounds Ribbon Cutting	Mike	4/17/2025	
What Drives Reno Podcast with Phi MacDougal	Mike	4/28/2025	
Mayor's Dog Bowl Charity Bowling	Mike	4/29/2025	
5			

May-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Mendive Middle School Art Judging	Mike	5/7/2025	
McKinley Park Cleanup	Mike	5/9/2025	
Women in Achivement Lunch	Mike	5/22/2025	
3			

Jun-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Sparks City Council Presentation	Mike	6/9/2025	
Washoe County Presentation	Mike	6/10/2025	
Reno City Council Presentation	Mike	6/11/2025	
3			

<b>TOTALS for FY 24/25</b>
<b>46</b>



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Date: May 14, 2025  
To: Executive & Legislative Committee  
From: Mike Larragueta, President/CEO  
Subject: **Fiscal Year 2025/26 Proposed CEO Goals**

Strategic Goals	CEO Goal	FY 25/26 Target	Weighting Process
<b>Goal #1: Group Room Night Goal</b>	Increase produced group room nights 8.2% over FY 24/25 Group Room Nights	282,523 Produced Group Room Nights for FY 25/26. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 144,699. The Sports team has an annual group room night goal of 137,824.	<b>20%</b>  Bonus calculated on following scale: If 282,523 room nights produced, full bonus for this goal awarded. If 274,047 to 282,522 room nights produced, 90% bonus for this goal awarded. If 265,825 to 274,046 room nights produced, 80% bonus for this goal awarded. If 257,850 to 265,824 room nights produced 70% bonus for this goal awarded.
<b>Goal #2: Marketing</b>	Achieve Average Paid Media Engagement Rate of 10%.	Achieve an average paid media engagement rate of 10.0% or higher by the end of the fiscal year.	<b>10%</b>  Engagement rate was at minimum 10.0% average at the end of the FY26. 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 8% is realized, a 75% bonus for this goal would be awarded.
	Increase Enhanced Website Engaged Sessions to Achieve 733,080 sessions.	Achieve enhanced website engaged sessions of 733,080.	<b>10%</b>  Enhanced website engaged sessions was at minimum 733,080 at the end of the FY26. Enhanced website engaged session is defined as 3 or more pages per session, partner referral, AI chat interaction, and itinerary builder completion. If enhanced website engaged sessions of 659,772 is realized, a 75% bonus for this goal would be awarded.

	Achieve 215 Earned Media Placements.	Secure 215 or more earned media placements by the end of the fiscal year.	<b>10%</b>	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 193 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.
<b>Goal #3: Leisure Room Night Goal</b>	Produce 687,223 cash hotel room nights.	687,223 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels.	<b>15%</b>	<b>Bonus calculated on following scale:</b> If 687,223 room nights produced, full bonus for this goal awarded. If 666,606 to 687,222 room nights produced, 90% bonus for this goal awarded. If 646,607 to 666,605 room nights produced, 80% bonus for this goal awarded If 627,208 to 646,606 room nights produced, 70% bonus for this goal awarded
<b>Goal #4 Facility Revenues</b>	Achieve \$7,382,276 in total revenue for RSCC, NBS, REC, RSLEC	Combination of revenues attained by the M&C, Sports, Director of REC Operations and Venue sales and events team for the four venues. <ul style="list-style-type: none"> <li>• RSCC Budgeted Revenue: <b>\$2,993,638.</b></li> <li>• RSLEC Budgeted Revenue: <b>\$1,346,539.</b></li> <li>• REC Budgeted Revenue: <b>\$1,647,960.</b></li> <li>• NBS Budgeted Revenue: <b>\$1,394,409.</b></li> </ul>	<b>15%</b>	Bonus calculated on following scale: If \$7,382,276 revenue produced, full bonus for this goal awarded. If \$7,160,807 to \$7,382,275 revenue produced, 90% bonus for this goal awarded. If \$6,939,339 to \$7,160,806 revenue produced, 80% bonus for this goal awarded. If \$6,717,871 to \$6,939,338 revenue produced 70% bonus for this goal awarded.

<b>Goal #5 Community Engagement</b>	30 Activities per year	Thirty (30) 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.	<b>10%</b>	Bonus given if goal achieved
<b>Goal #6 Staff Survey's</b>	Successfully oversee the development and execution of an employee satisfaction survey that includes a component for CEO feedback, ensuring insightful and actionable results to improve workplace culture and leadership effectiveness, and achieve an employee response rate of 75%.	Staff Survey – 75% Response rate	<b>5%</b>	Bonus given if goal achieved
<b>Goal #7 Employee Survey Satisfacti on Rate</b>	Maintain employee satisfaction rate of 96% based on survey results.	Maintain a 96% employee satisfaction rate.	<b>5%</b>	Bonus given if goal achieved

## **FY 2025/2026 Group Room Night Goal**

### **Goal #1: Increase group room night production 8.2% over FY 24/25**

**Criteria for the goal to be considered achieved:** 282,523 produced group room nights for FY 25/26. Each Regional Director has an annual goal between 14,000 - 28,000 room nights, totaling 144,699. The Sports team has an annual group room night goal of 137,824.

FY 2024/2025 Group Room Night Goal	261,122
FY 2024/2025 Group Room Night Actual as of 3.31.25	251,596
FY 2024/2025 Group Room Night (Forecasted)	270,425
FY 2025/2026 Group Room Night Goal Recommendation	282,523

### **Justifications for FY 2025/2026 Group Room Night Goal Increase**

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

Northeast	6% increase
Southeast	8% increase
Upper Midwest & Upper Plain States	19% increase
Lower Midwest & Lower Plain States	9% increase
Southwest	10% increase
S. California	7% increase
N. California	5% increase*

\*(12,302 group room nights from legacy/annual accounts)

#### **Increases:**

- Indoor Track – Based on 2024-2025 track season actuals, the sports team will contract five (5) additional meets equating to 10,000 room nights for the upcoming 2025-2026 track season.
- Regional Directors of Convention Sales are seasoned and have great momentum. The director with the least seniority has been in position nearly two years and has been the most successful in surpassing her 2024-2025 goal.



- Annual legacy account, *Wild Sheep Foundation*, saw an increase of 2,000 room nights or an increase of 13% in YoY room night growth that will be accounted for in the 2025-2026 goals.
- Air service capacity for Reno Tahoe International Airport up 8.4%.

### Decreases:

- Federal government per diem bookings are down 9% YTD, future bookings 20% below 2024.-hotelinvestmenttoday.com
- Overall U.S. room night volume is down 1% YoY and pacing 4% below 2024. -hotelinvestmenttoday.com
- Overall Hotel occupancy & revenues within +1% of 2024 levels. -STR
- U.S. RevPAR growth in 2025 forecasted to see .4% growth vs 1.4%. -Goldman Sachs
- Major Casino Hotel & Resort 2026 Group Budgets vs 2025
  - Resort #1 increase of 10%
  - Resort #2 flat 0% to 2% increase
  - Resort #3 flat 0%
  - Resort #4 flat 0%
  - Resort #5 No Comment

A measurable statistic is looking at group leads produced for pre-pandemic production in FY 18/19 versus forecasted FY 24/25. Total group leads for forecasted FY 24/25 represent 104% of group leads from FY 18/19.

Another measurable statistic is group room nights from leads for forecasted FY 24/25 versus group room nights from leads for pre-pandemic production in FY 18/19. Total group room nights from leads in forecasted FY 24/25 will represent 88% of group room nights from leads for FY 18/19.

Forecasted FY 24/25 group room night production should be 88% of FY 18/19 room night production due to a forecasted conversion rate of 35%, vs 30% for FY 18/19.

## Summary & Recommendations for FY 2025/2026 Group Room Night Goal

- FY 2024/2025 Goal 261,122
- Air service capacity for RNO is up 8.4%
- Avg industry increases per year is 3% or 7,834 RNT's
- Recommending an 8.2% increase over FY24/25 21,412
- Major Hotel 2026 Group RNT's Budgets 2.5% Avg Increase
- Indoor Track Year-2, five (5) additional meets +10,000
- Wild Sheep Foundation YoY RNT Increase +2,000

Extracting the 12,000 RNT's (10,000 RNT's for indoor track & 2,000 RNT's for Wild Sheep) exceeds the FY 2024/2025 group room night goal by 3.6%.

FY 2025/2026 recommended Group Room Night Goal **282,523**

## Marketing Goals

**Goal:** Achieve Average Paid Media Engagement Rate of 10%. (FY25 Goal was 5%)

**Criteria for the goal to be considered achieved:** Engagement rate was at minimum 10.0% average at the end of the FY26. Engagement is defined as clicks on advertising, watching a video to completion, audio completions, commenting on ads, reacting to an ad (likes, saves, etc.) and sharing an ad. If an average paid media engagement rate of 8% is realized, a 75% bonus for this goal would be awarded.

**Rational:** Under new leadership at the RSCVA, we set out to redefine marketing goals in FY25 to focus on strategies that drive measurable engagement rather than historical upper-funnel impression-based goals. Driving the brand forward requires us to focus on strategies that can drive awareness as well as support mid- to lower-funnel engagements and conversions.

Using national benchmarking as our baseline in FY25, we finalized our goal to achieve a 5% media engagement rate by the end of the fiscal year.

Forecasted actuals for FY25 will likely end around 17% with a major focus on engagement and lower funnel conversion. An increased focus on video engagement along with conversion centric optimizations within paid social (to support partner referral rate) contributed to our over delivery.

Using this goal, we can blend results across various engagement factors, allowing our teams to develop larger-scale, more impactful plans that include tactics such as OTA direct, strategic brand and sports partnerships.

As we look to balance strategies that drive awareness as well as mid- to lower-funnel campaigns, we recommend an engagement rate of 10% for FY26. This is up from FY25's goal of 5%. The recommended engagement rate percentage accounts for digital paid media opportunities, plus 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. With information being so abundant, capturing headspace is crucial. Inspiring future travel begins by engaging interest and increasing affinity through meaningful engagements. These engagements occupy the headspace for longer periods and enhance recall when target audiences are ready to make 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 total media engagements as defined above and divides them by the number of times our ads were seen (impressions). Having a rate versus specific quantities allows for flexibility with fluctuating budgets.

**Goal #2:** Increase Enhanced Website Engaged Sessions to Achieve 733,080 Sessions (Estimated 5% increase over FY24)

**Criteria for the goal to be considered achieved:** Enhanced website engaged sessions are at minimum 733,080 at the end of the FY26. Enhanced website engaged session is defined as 3 or more pages per session, partner referral, chat interaction, and itinerary builder completion. If enhanced website engaged sessions of 659,772 is realized, a 75% bonus for this goal would be awarded.

Rational:

Instead of solely focusing on partner referrals, this year we'll focus on a custom, enhanced engagement metric that would include referrals along with other engagement triggers specific to our website and its users. This gives us a more holistic look at the website's performance and modern traveler.

Enhanced engagement includes:

- **3 or more pages/session:** Indicates an engaged user consuming more content than our average user.
- **Partner referrals:** Indicates an engaged user actively considering and planning to be in-market.
- **Itinerary Builder Completion:** Indicates an engaged user considering and exploring Reno Tahoe as a destination.
- **Chat Interaction:** Indicates an engaged user interacting with, considering and planning to be in-market.

We will track each of these four engagement triggers individually, but also roll them up into an overall enhanced engagement metric for the website.

In FY25 we are estimating by June 30th, there will be 698,158 engaged sessions. The new targeted number of engaged sessions anticipates a 5% increase year over year.

An engaged session is a session in which a user triggers any of the engagement events defined above. If a user were to trigger multiple engagement events within their session, that would still just be one engaged session.

**Goal #3:** Achieve 215 or more earned media placements by the end of the fiscal year.  
(Estimated flat over FY25)

**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 193 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.

RATIONALE:

When compared to the average number of Earned Media Placements from Fiscal Year 2017-2018 through Fiscal Year 2024-2025 (~184 stories placed), proposed goal of 215 Earned Media Placements represents an increase of 16.8%.

Reno Tahoe Fiscal Year Total Placements:

2017-2018: 156  
2018-2019: 148  
2019-2020: 309  
2020-2021: 104  
2021-2022: 202  
2022-2023: 138  
2023-2024: 205  
2024-2025: Pacing for ~215

As quality of placements is emphasized and coverage is never guaranteed for public relations efforts, Earned Media Placements can fluctuate from year-to-year. With more of an emphasis on local PR and community engagement, the goal is attainable yet aggressive.

## **Tourism Sales Room Nights – FY26**

### **Goal**

Produce 687,223 cash hotel room nights.

### **Criteria for the goal to be considered achieved:**

687,223 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:**

- FY25 - 634,111 room nights goal.
- FY25 projected final room nights 688,456.
  - Room nights based on actuals: July'24 – March'25 / projected: April'25 – June'25
- FY26 goal of 687,223 room nights based on:
  - 0.2% decrease being projected for FY26 final cash room nights for overall Washoe County.
  - 27.1% of cash hotel room nights projected.
- Reno Tahoe continues to hold a strong presence within drive markets, making it an accessible destination for consumers considering value travel.
- Hotel partners are projecting a flat year or single digit increase for convention room nights in 2026, thus increasing the room inventory and favorable rates available for third party channels to sell, therefore mitigating FIT/group declines.

### **Justifications:**

- FY26 USBC Open Championship returns – some attendees will book "outside" the block
- Tariffs & inflation continue to be factors for consumers, creating demand for domestic travelers seeking value travel to outdoor destinations.
- Reno continues to be a growing city making it desirable destination for travelers to visit friends and family.

- Reno-Tahoe International Airport is projecting continuous passenger growth and expansion of nonstop flight routes.
- Discussions with third-party channel companies and hotel directors of sales.
- Slowdown of outbound international travel and cruise bookings.
- International inbound downturn due to tariffs and political climate.
  - Mexico office will continue to operate on a limited basis and continue to build upon the increased market share we have established in Guadalajara and surrounding areas.
  - Reno-Tahoe International Airport has not reported significant flight reductions from Volaris Airlines.

## Facility Revenues

### Goal #1:

Achieve \$7,382,276 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 RSCC Sales & Events Team has an annual goal of **\$2,928,638**
- The RSLEC Sales & Events Team has a goal of **\$1,326,539**.
- The REC Sales & Events Team has a goal of **\$1,562,690**.
- The REC/NBS Events Team has a goal of **\$1,304,409**.
- The Sponsorship and Sales Manager has an annual goal of **\$260,000**.

### Rational:

FY 2026 Budget		FY 2025 Budget (Revised/Projections)		Difference	
	Total Facilities Revenues		Total Facilities Revenues	Total Facilities Revenues	Total Facilities Percentage
RSCC	\$2,993,638		\$3,093,461	\$99,823	-3.22%
RSLEC	\$1,346,539		\$1,195,498	\$151,041	12.63%
REC	\$1,647,690		\$1,036,385	\$611,305	58.98%
NBS	\$1,394,409		\$340,309	\$1,054,100	55.09%
	\$7,382,276		\$6,706,750	\$1,716,623	25.6%

### 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 24/25 we had a total of 18 group room night events out of 210 total events.

In FY 25/26 we have 16 group room night events, with 3 considered citywide conventions and not having a rent requirement.



With additional track meets and the Venue Sales Team selling smaller events 12 months and in. We hope to get to a goal of 235 events to make up mos of this deficit.

The addition of the Sponsorship Sales Manager will bring in an additional \$65,000 in revenue.

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

- Stakeholder hotel mix strategy
- Inflation/Recession
- Competition
- Inflated Expenses

We are forecasting \$10,925 or 1% up from FY2025 and 3% or \$99,823 down from projections for FY2025.

#### **RSLEC:**

The RSLEC is booked at capacity with 47 out of 52 weeks sold each year. (33 non-event days)

In FY 24/25 we will have 75 events at the RSLEC, with 17 group events.

We have lost USA BMX a room night group to another city (\$62K) and a Hispanic Concert, Sin Fronteras (\$76K) compared to FY23/24

In FY 25/26 we expect to have 75 events again with 16 group events on the books and forecasting lower than our FY2025 budget by \$45,998 or 3% less, but up 12.63% from our revised projections due to some new room-night events (WCRHA Star Spangled Slide 2025, World Gay Rodeo Finals and Western Bison Conference 2025).

The Sponsorship Sales Manager will bring in an additional \$20,000 in a mix of cash and trade.

#### **REC:**

There is opportunity at the REC.

In FY 24/25 we will have 40 events, with 9 concerts.

We had anticipated 19 concerts like FY23/24.

In FY 25/26 we are forecasting 45 events with 15 of those being concerts (6 of them will be RSCVA bought concerts). Those 6 additional concerts will add \$600K+ to our revenues.

This is \$134,880 (or 7.6%) less than FY24/25 Budget

The Venue Sales Team will continue to sell non-room night events 12 months and in, to add to the total of 45 events.

The addition of the Sponsorship Sales Manager will bring in \$85,000 in new revenue based on the additional concerts.

**NBS:**

USBC will be holding a Championship Tournament in FY 25/26.

FY 24/25 Our revenues are expected to be \$62,534 or 23% higher than budgeted.

We held 74 events in FY23/24 compared to 123 in FY24/25

FY 25/26 we are forecasting an increase from FY24/25 in revenue of \$1,026,432 or 310%.

The Sports Sales Team and Venue Sales Team will book an additional 60 events in the shoulder months (61 total with USBC).

The addition of the Sponsorship Sales Manager will add \$90,000 in cash and trade.

## **Community Engagement**

**Goal #1:** 30 community activities per year

**Criteria for the goal to be considered achieved:** Thirty (30) 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. Forty six (46) activities will be completed by the end of FY24/25.

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

## **Goal #6**

### **Staff Survey – 75% Response rate**

Successfully oversee the development and execution of an employee satisfaction survey that includes a component for CEO feedback, ensuring insightful and actionable results to improve workplace culture and leadership effectiveness, and achieve an employee response rate of 75%.

#### **Criteria for the goal to be considered achieved:**

- Execution of an employee satisfaction survey, incorporating feedback on the CEO through an integrated or separate section.
- Ensure a strong participation rate of 75% by fostering open communication and promoting the survey across all levels of the organization.
- Analyze and summarize survey results, identifying key trends and areas for improvement.
- Share findings with stakeholders and establish a plan for addressing feedback to enhance employee satisfaction and leadership transparency.

#### **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.

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.

A 75% response rate is 40% above the national average and demonstrates the extraordinary level of trust and commitment RSCVA employees have in the organization.

## **Goal #7**

### **Staff Survey – Maintain a 96% employee satisfaction rate**

Maintaining an employee satisfaction rate of 96% demonstrates leadership effectiveness and commitment to employee engagement.

#### **Criteria for the goal to be considered achieved:**

Survey results demonstrate a combined satisfaction and happiness rate of 96% or higher.

#### **Background:**

Happy and satisfied employees tend to be more engaged, productive, and committed to their work. They're driven by a feeling of purpose and are more likely to take initiative and demonstrate creativity.

Happy employees contribute to the happiness of customers and clients, produce high-quality work, complete more sales, and improve teamwork.



# EXECUTIVE UPDATES

**BOARD OF DIRECTORS**  
**May 22, 2025**



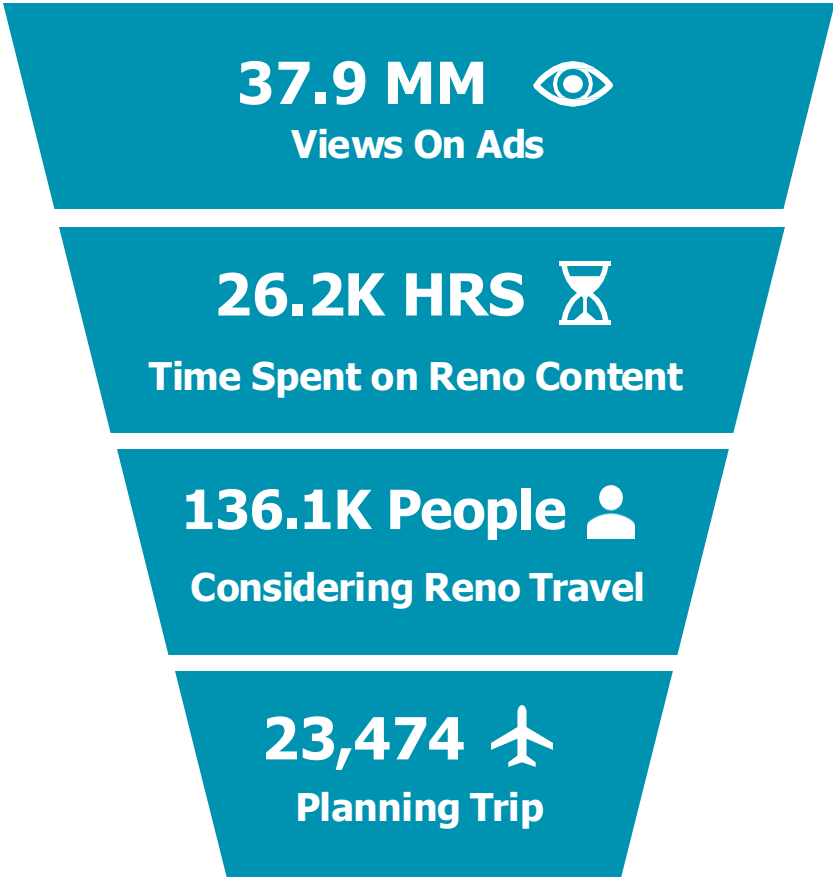


# MARKETING



# LEISURE PAID MEDIA IMPACT

April '25



## Ads In-Market

Total ads across all channels

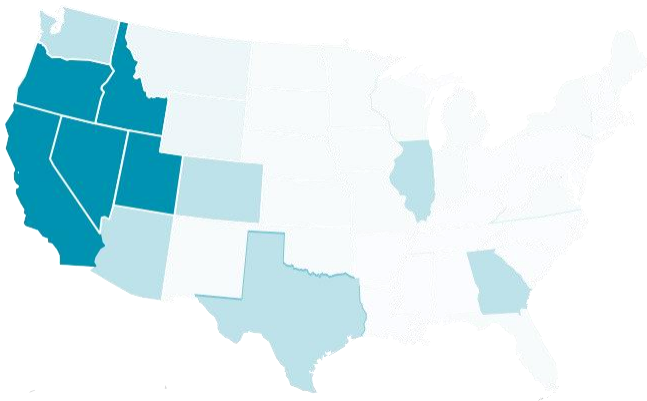
330

## Ad Interactions

Clicks, Completed Views, Comments, Shares, and Likes

7.7MM

## Key Markets



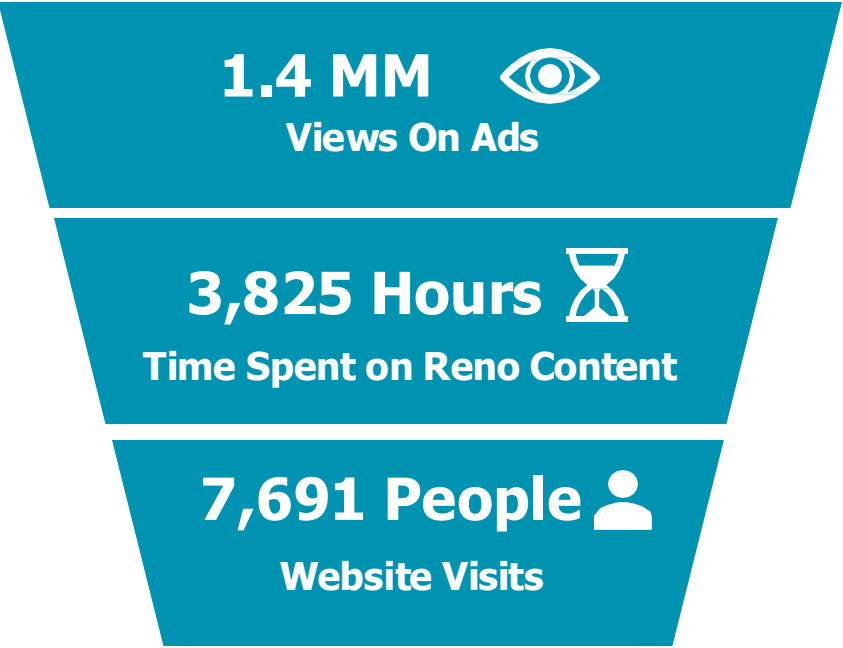
\*\*Definitions for each metric are in Appendix





# M&C PAID MEDIA IMPACT

April '25



## Ads In-Market

Total ads across all channels

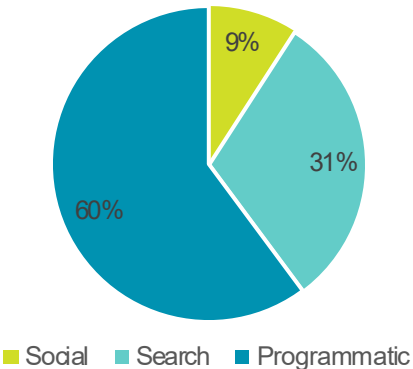
38

## Ad Interactions

Clicks, Completed Views, Comments, Shares, and Likes

829.6K

## Spend Allocation



## Channel Mix

LinkedIn

meetings  
TODAY

Smartmeetings

Sports ETA  
SPORTS EVENTS & TOURISM ASSOCIATION

Google

Northstar  
MEETINGS GROUP

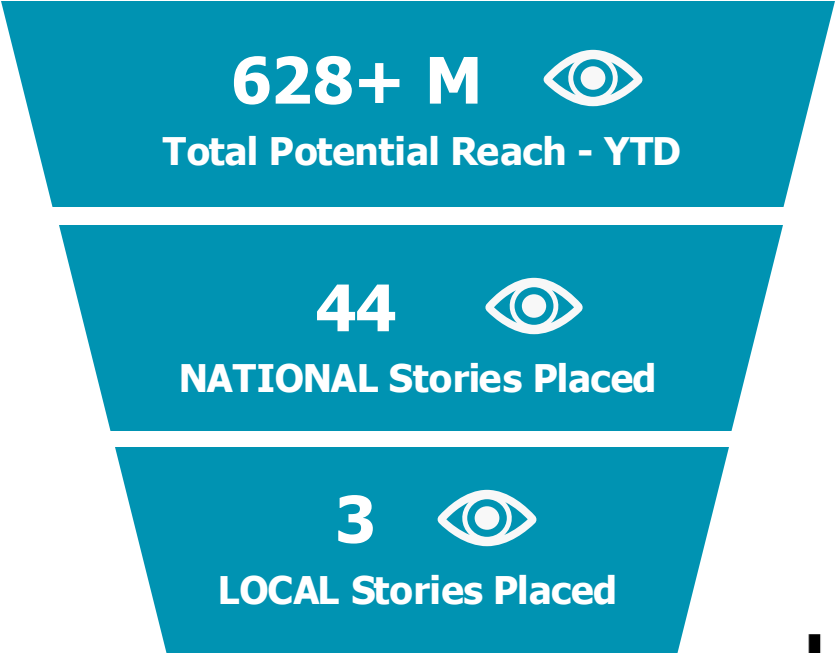
BowlersJournal  
INTERNATIONAL

\*\*Definitions for each metrics are in Appendix



# EARNED MEDIA

April '25



Stories Placed

47

Publications

**SportsTravel**<sup>®</sup>  
BY NORTHSTAR

House Beautiful **AARP**<sup>®</sup>



# TOURISM ECONOMICS



# EXECUTIVE SUMMARY

March '25

## Highlights

Reno-Tahoe lodging providers reported \$32.5M in room sales in March, an increase of 3.1% compared to the prior year. This was primarily due to increased demand, which was up 2.5%, though higher ADR also played a role, increasing 0.6%. RevPAR increased 3.4% compared to the prior year, settling at \$52.64 across all lodging types.

Website activity in Reno Tahoe saw a modest increase in March, with total sessions up 2.5% month-over-month. Visitors spent an average of 1:23 on site and viewed 1.72 pages per session, with "Places to Stay – Casino Resorts" and "Spring in Reno Tahoe" leading as top landing pages. Year-over-year, the overall social media audience grew by 8.2%, but impressions dropped 29.7% and engagements declined 67.2%, indicating a need to re-engage audiences despite follower growth.

Domestic visitors to Reno Tahoe stayed an average of 2.8 days, with 52.5% traveling from within California. Top origin DMAs included San Francisco-Oakland-San Jose, Sacramento-Stockton-Modesto, and Las Vegas. Credit card spending increased 3.4% year-over-year, with average spend per cardholder also up 3.4% to \$260, indicating stronger in-market spending behavior among visitors.

Overseas arrivals to the US dropped 11.6% in March representing the first meaningful decline since the pandemic. Easter - which shifted from March last year to April this year - contributed to weakness, but continued the negative trend from February (-2.4%). Most notable were declines in visits from Mexico and Canada.

Despite economic headwinds and declines in international visits, air travel held steady with a slight drop of 0.2% YOY for the month of March but remained above 2019 levels (+6.2%). US hotel occupancy remained level at 63.6%, down just 0.3%. ADR of \$162 was up 1.1% YOY, and RevPAR of \$103 up 0.8%.



Lodging Revenue  
**\$32.5M**  
+3.1% YOY



Overnight Trip Share  
**83.9%**



RNO Total Passengers  
**420.5K**  
+6.2% YOY



Visitor Spending  
**\$44.1M**  
+3.4% YOY



L&H Jobs  
**40.2K**  
+0.2% YOY



# MONTHLY SCORECARD

Fiscal YTD as of March '25

													Year-to-Date	Year-End
Room Inventory														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
Actual	674,873	678,848	691,255	676,172	645,046	696,936	657,429	599,943	682,548				6,003,050	99.6%
Budget	672,925	676,925	671,090	676,925	655,450	692,565	676,925	612,500	692,395	655,450	676,925	670,920	8,030,995	Budget: 6,027,700
% of Budget	100.3%	100.3%	103.0%	99.9%	98.4%	100.6%	97.1%	97.9%	98.6%				74.7%	Budget: 8,030,995
Cash Room Nights														
Actual	314,421	331,510	293,103	271,762	206,826	226,512	221,931	214,736	246,642				2,327,443	102.9%
Budget	303,190	290,492	301,763	260,678	210,384	222,406	205,438	225,892	241,413	263,239	259,660	302,462	3,087,016	Budget: 2,261,655
% of Budget	103.7%	114.1%	97.1%	104.3%	98.3%	101.8%	108.0%	95.1%	102.2%				75.4%	Budget: 3,087,016
Comp Room Nights														
Actual	89,344	89,444	82,838	75,809	65,130	69,759	66,038	65,338	71,385				675,085	101.9%
Budget	93,325	80,668	84,332	69,439	68,230	66,972	58,480	65,941	75,251	65,223	71,194	80,729	879,784	Budget: 662,638
% of Budget	95.7%	110.9%	98.2%	109.2%	95.5%	104.2%	112.9%	99.1%	94.9%				76.7%	Budget: 879,784
Taxable Room Revenue														
Actual	\$49,457,885	\$55,845,967	\$43,216,655	\$36,554,764	\$26,026,566	\$30,815,534	\$31,041,768	\$30,142,129	\$32,501,489				\$335,602,757	103.0%
Budget	\$48,224,292	\$47,830,962	\$49,684,313	\$34,065,034	\$26,077,029	\$29,807,717	\$27,802,324	\$31,195,856	\$31,091,329	\$40,266,054	\$36,693,310	\$45,841,870	\$448,580,090	Budget: \$325,778,856
% of Budget	102.6%	116.8%	87.0%	107.3%	99.8%	103.4%	111.7%	96.6%	104.5%				74.8%	Budget: \$448,580,090
Overall Occupancy														
Actual	72.9%	74.7%	67.1%	64.7%	54.8%	54.4%	56.7%	59.0%	57.8%				62.5%	100.5%
Budget	72.6%	67.0%	70.4%	61.5%	55.6%	54.4%	52.1%	69.6%	57.5%	62.6%	61.1%	70.0%	62.8%	Budget: 62.2%
% of Budget	100.4%	111.5%	95.3%	105.2%	98.5%	100.1%	108.8%	84.9%	100.5%				99.6%	Budget: 62.8%
Average Rate - Cash														
Actual	\$157.08	\$168.46	\$147.41	\$134.51	\$125.84	\$135.99	\$139.87	\$140.37	\$131.78				\$144.15	101.6%
Budget	\$159.06	\$164.65	\$164.65	\$130.68	\$123.95	\$134.02	\$135.33	\$138.10	\$128.79	\$152.96	\$141.31	\$151.56	\$145.31	Budget: \$144.04
% of Budget	98.8%	102.3%	89.5%	102.9%	101.5%	101.5%	103.4%	101.6%	102.3%				99.2%	Budget: \$145.31
Estimated Visitor Count														
Actual	380,690	398,031	359,672	333,727	262,888	280,207	274,049	265,543	301,351				2,856,158	102.5%
Budget	375,473	348,586	363,577	312,139	264,700	283,294	252,945	283,000	303,150	309,729	311,918	369,958	3,778,468	Budget: 2,786,864
% of Budget	101.4%	114.2%	98.9%	106.9%	99.3%	98.9%	108.3%	93.8%	99.4%				75.6%	Budget: 3,778,468
Other Monthly KPIs														
Air PAX	479,858	479,829	419,203	418,241	346,927	400,626	365,265	356,037	420,534				3,686,520	
Gaming Win	\$95,701,124	\$93,197,497	\$98,302,106	\$91,277,190	\$76,064,042	\$90,013,398	\$90,100,570	\$78,527,888	\$81,815,954				\$794,999,769	

Source: Visit Reno Tahoe

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# LODGING PERFORMANCE

March '25

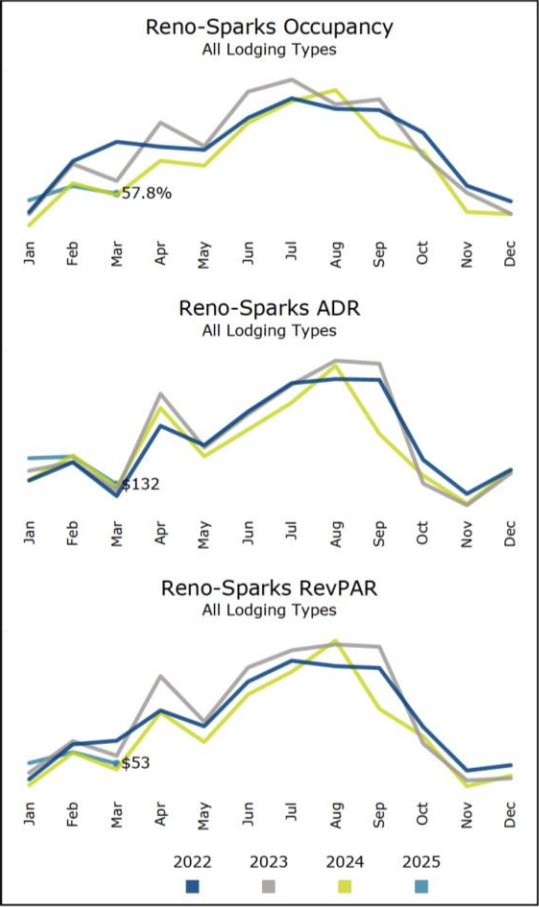
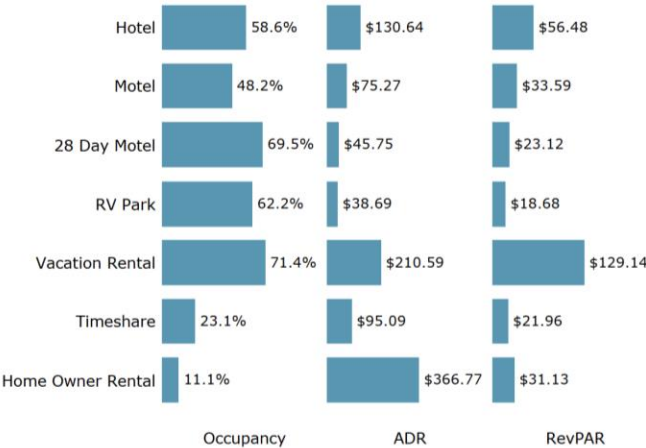
Lodging Performance: Monthly

Occupancy	Previous Year	ADR	Previous Year	RevPAR	Previous Year	Supply	Previous Year	Cash Rooms	Previous Year	Revenue	Previous Year
57.8%	▲ 0.4%	\$131.78	▲ 0.6%	\$52.64	▲ 3.4%	682,548	▼ -2.3%	246,642	▲ 2.5%	\$32.5M	▲ 3.1%

March Performance, Past 4 Years  
Total: Reno-Sparks



March 2025 Monthly Performance Category Comparison  
Reno-Sparks

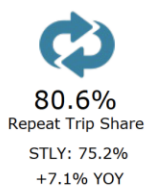
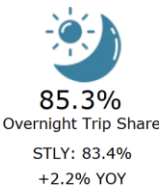


Data Source: Visit Reno Tahoe



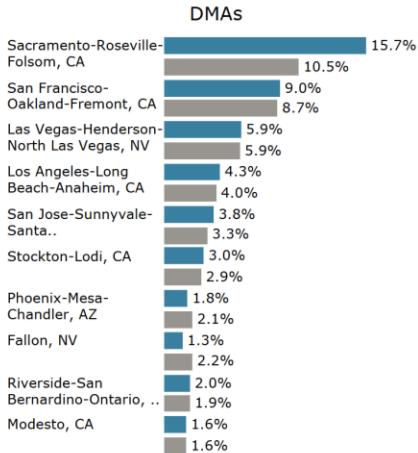
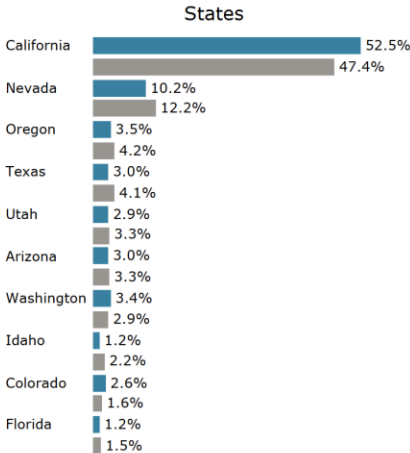
# VISITOR PROFILE

## March 2025 Domestic Visits



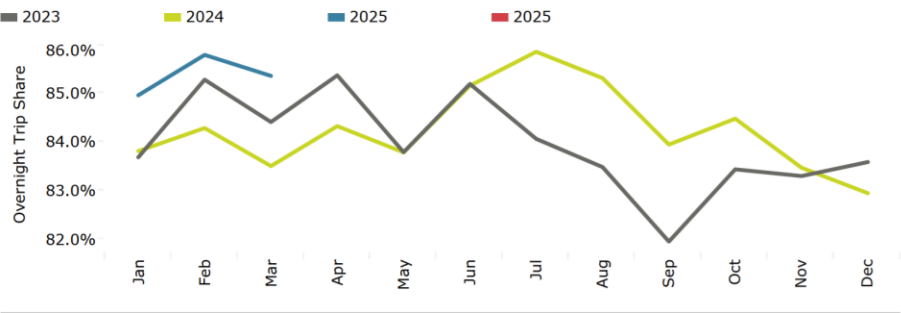
### Top Origin Markets

■ Current Year ■ Last Year



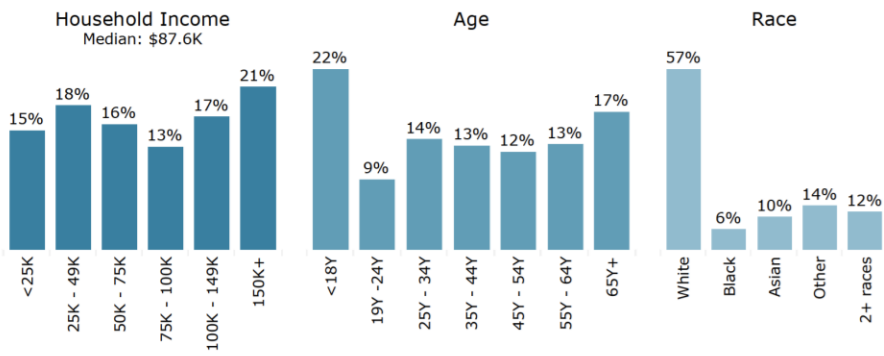
## Domestic Visitor Trends & Characteristics

### Overnight Trip Share by Month



### March 2025 Visitor Origin Demographics

Share of Total



Source: Azira (formerly Near) & U.S. Census Bureau



# PASSENGER SUMMARY

Reno-Tahoe International Airport | March '25



▲4.7% YOY



Total Deplaned  
208.6K

▲7.8% YOY



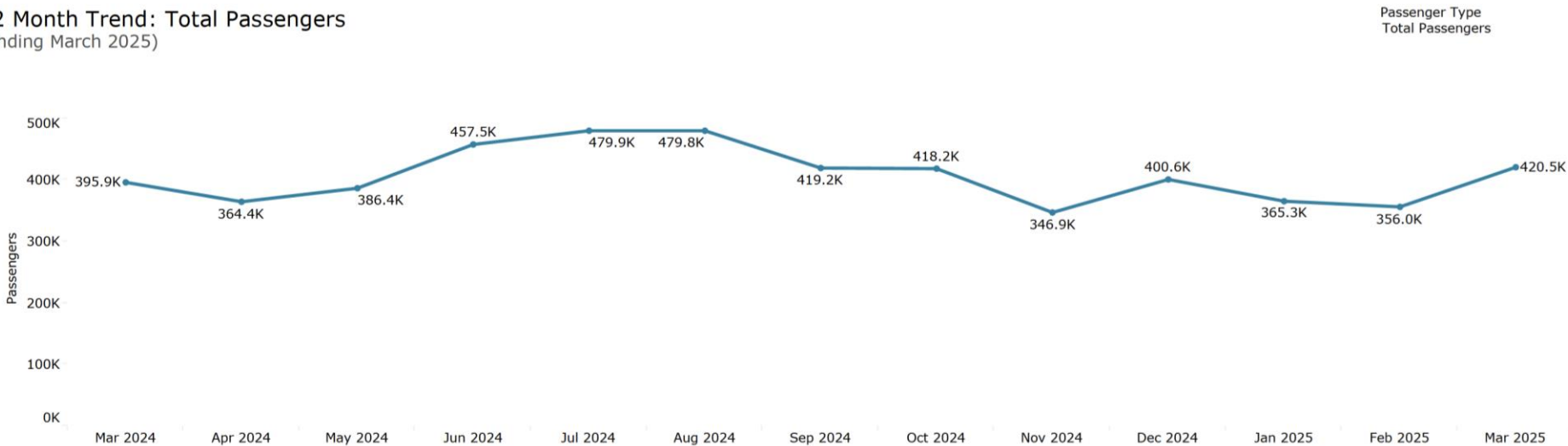
Total Passengers  
420.5K

▲6.2% YOY

Deplaned  
Enplaned



12 Month Trend: Total Passengers  
(Ending March 2025)



Source: Reno-Tahoe International Airport (RNO)

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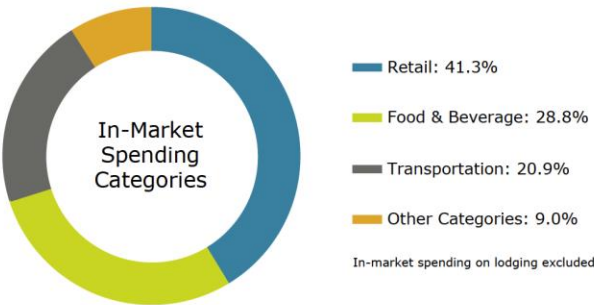


# VISITOR SPENDING

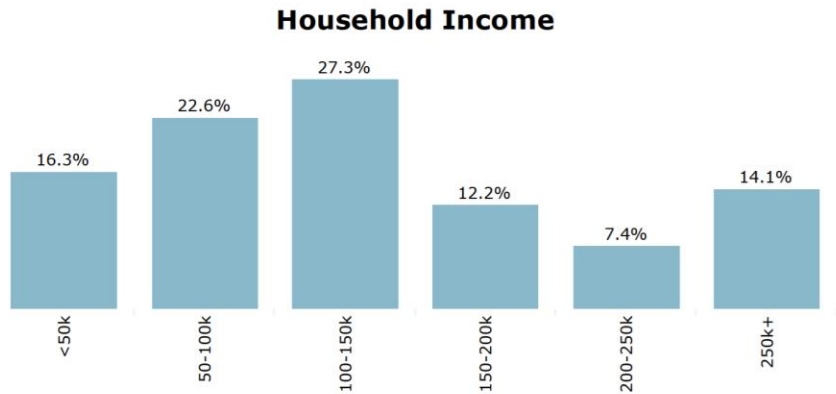
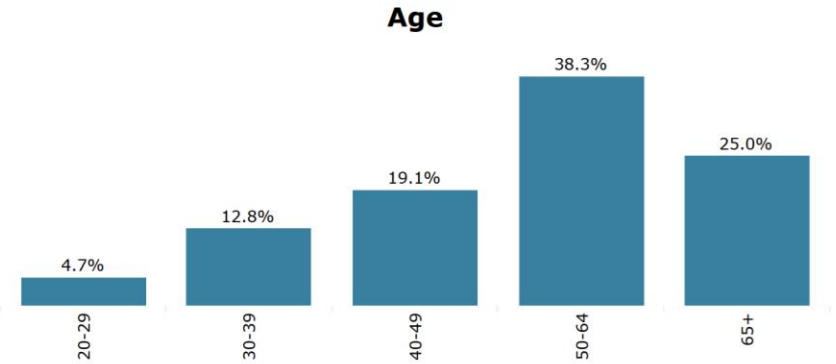
March '25

## Visitor Credit Card Spending

March 2025 Card Spend  
**\$44.1M**  
+3.4% YOY



## Visitor Credit Card Spending by Demographic



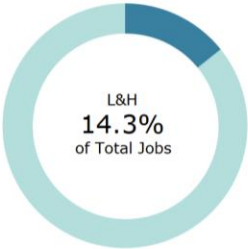
Source: Transunion



# LEISURE & HOSPITALITY WORKFORCE

## Total Leisure & Hospitality Jobs

L&H Jobs  
as of March 2025  
**40.2K**  
+0.2% YOY | +1.3% vs. 2019



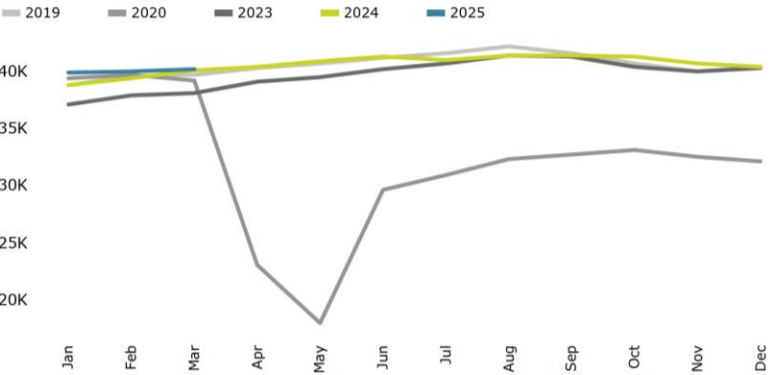
## Leisure & Hospitality Job Openings

L&H Job Openings  
as of February 2025  
**2.3K**  
-3.1% YOY | +8.0% vs. 2019



### Employment Recovery

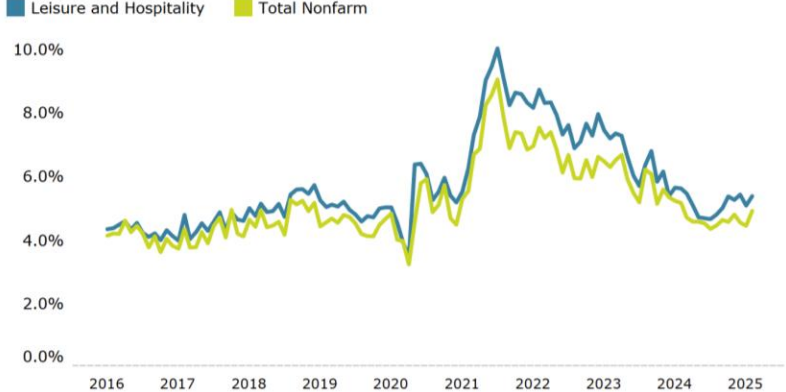
Leisure & Hospitality Jobs (Thousands)



Source: Bureau of Labor Statistics

### Job Opening Rate

Share of total available jobs that are not filled



Source: Tourism Economics

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# NATIONAL TRAVEL TRENDS KPIS

March '25

## Insights

Overseas arrivals to the US dropped 11.6% in March representing the first meaningful decline since the pandemic. Easter - which shifted from March last year to April this year - contributed to weakness, but continued the negative trend from February (-2.4%). Most notable were declines in visits from Mexico and Canada.

Despite economic headwinds and declines in international visits, air travel held steady with a slight drop of 0.2% YOY for the month of March but remained above 2019 levels (+6.2%). US hotel occupancy remained level at 63.6%, down just 0.3%. ADR of \$162 was up 1.1% YOY, and RevPAR of \$103 up 0.8%.



### Travel Spending (Tourism Economics)

↗ +0.8%  
March vs. Previous Year

↗ +2.0%  
YTD vs. Previous Year



### Air Passengers (TSA)

↘ -0.2%  
March vs. Previous Year

↘ -0.5%  
YTD vs. Previous Year



### Overseas Arrivals (NTTO)

↘ -11.6%  
March vs. Previous Year

↘ -3.3%  
YTD vs. Previous Year



### Hotel Demand (STR)

↗ +0.4%  
March vs. Previous Year

↗ +1.0%  
YTD vs. Previous Year



### Short-term Rental Demand (AIRDNA)

↘ -1.6%  
March vs. Previous Year

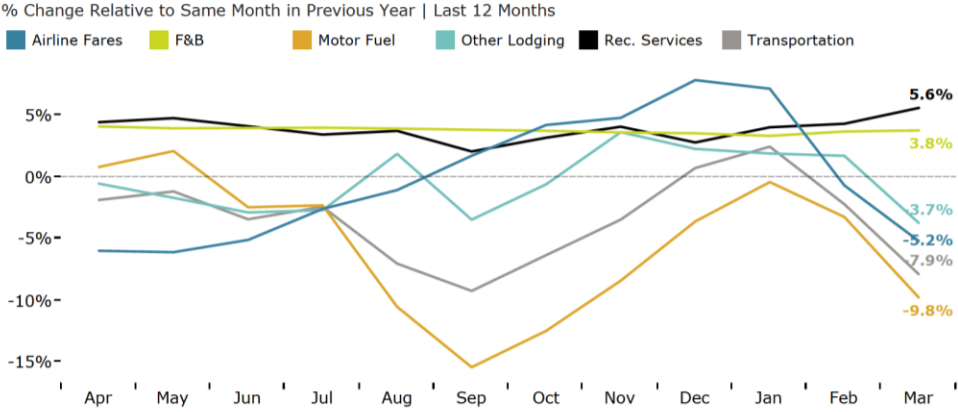
↗ +1.7%  
YTD vs. Previous Year



# NATIONAL TRAVEL TRENDS

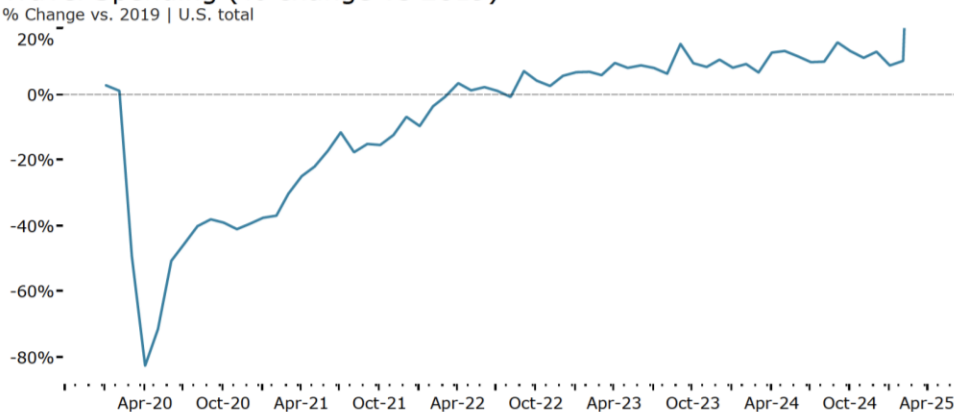
March '25

## Travel Price Index



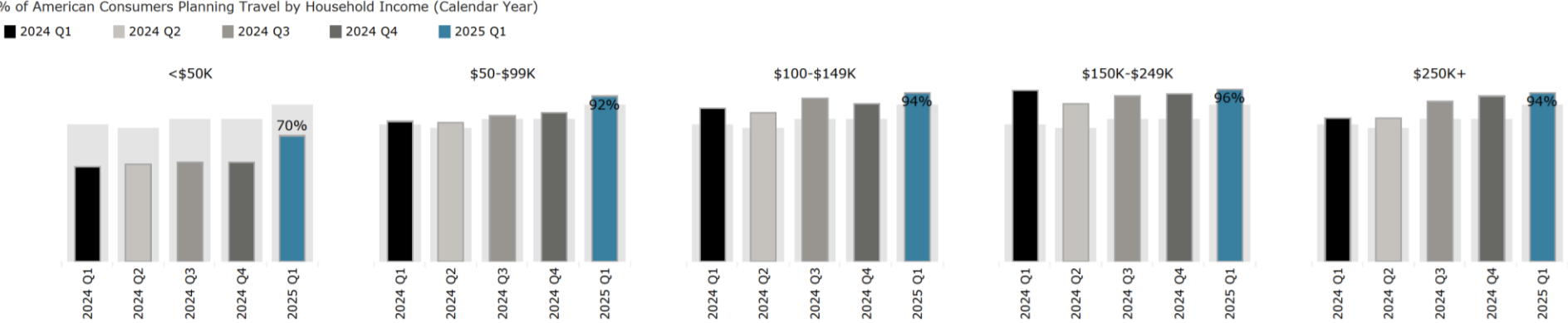
Source: U.S. Travel Association via U.S. Travel Recovery Tracker

## Travel Spending (% change vs 2019)



Source: Tourism Economics via U.S. Travel Recovery Tracker

## Planning Leisure Travel Within the Next 12 Months



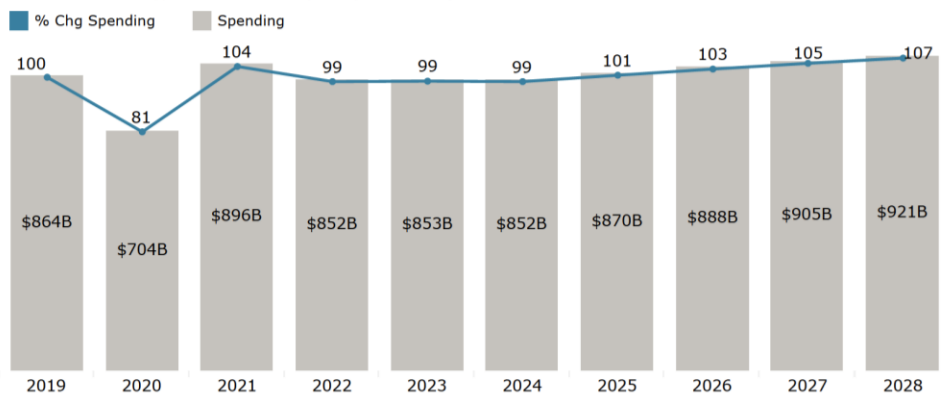
Note: Light gray bars represent the average for all survey respondents  
Source: MMGY Global's Portrait of American Travelers



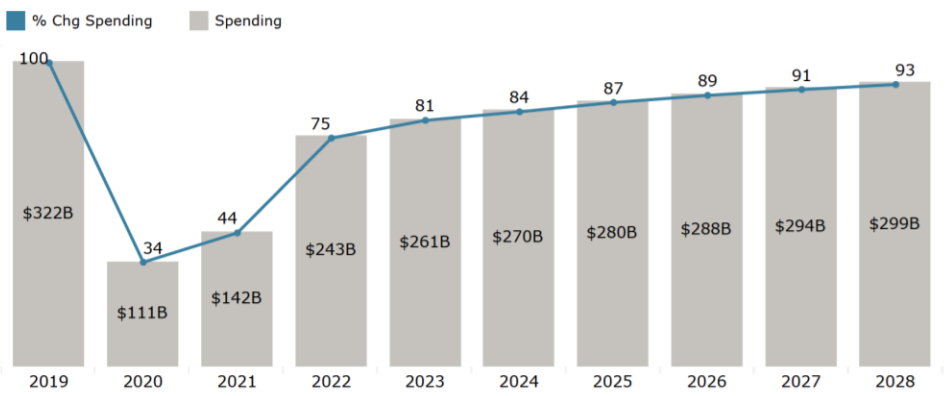
# DOMESTIC TRAVEL FORECAST

March '25

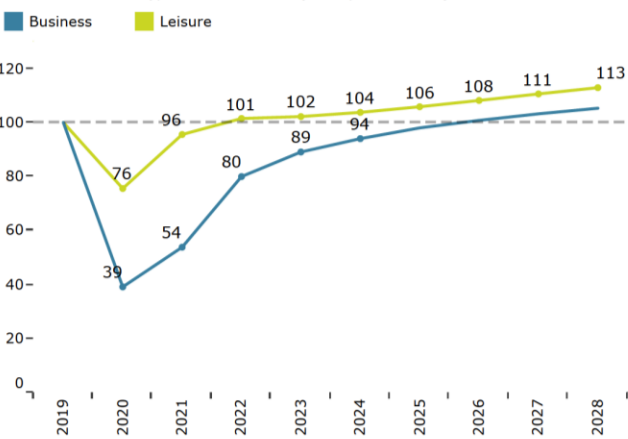
Real Domestic Leisure Travel Spending  
Forecasted recovery, relative to 2019 (index, 2019=100)



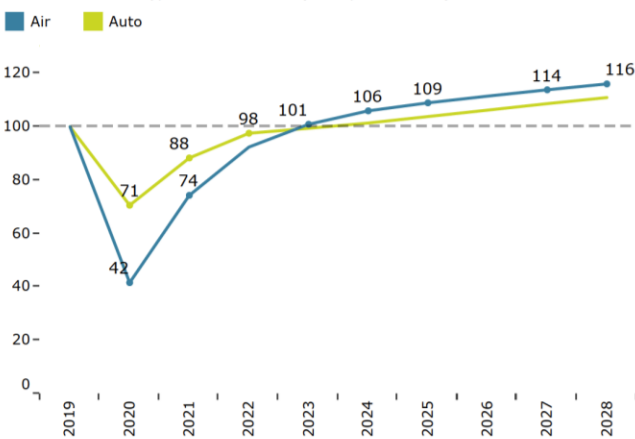
Real Domestic Business Travel Spending  
Forecasted recovery, relative to 2019 (index, 2019=100)



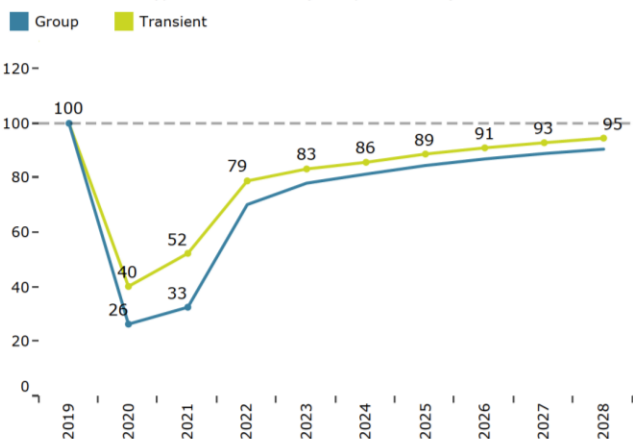
Leisure vs. Business Travel Volume  
Forecasted recovery, relative to 2019 (index, 2019=100)



Auto vs. Air Travel Volume  
Forecasted recovery, relative to 2019 (index, 2019=100)



Group vs. Transient Travel Spending  
Forecasted recovery, relative to 2019 (index, 2019=100)



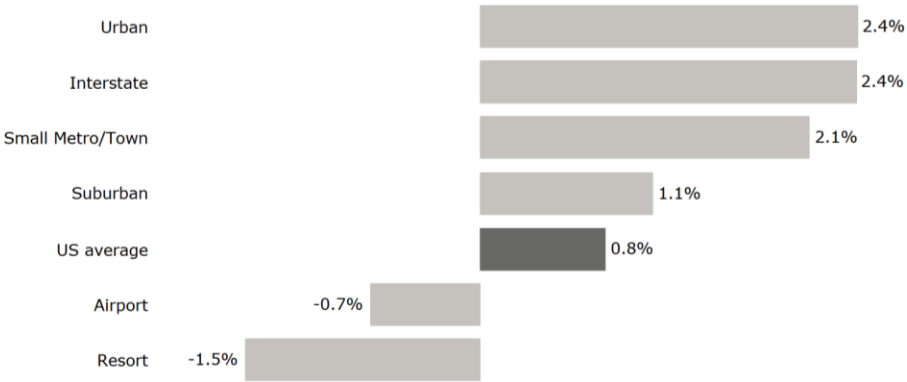
Forecast as of December 2024  
Source: Tourism Economics via U.S. Travel Recovery Tracker



# U.S. HOTEL FORECAST

March '25

U.S. Actual RevPAR Growth by Location  
March 2025, % change relative to 2019



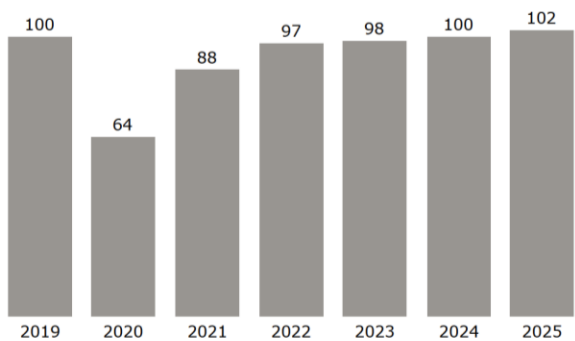
Source: STR

U.S. Hotel Forecast Summary  
YOY % change, Forecast released February 2025

	2020	2021	2022	2023	2024	2025	2026
Supply	-4.0%	4.9%	1.7%	0.2%	0.5%	0.9%	1.3%
Occupancy	-33.4%	31.0%	8.8%	0.7%	0.0%	0.2%	0.1%
Demand	-36.0%	37.4%	10.6%	0.9%	0.5%	1.1%	1.4%
ADR	-21.6%	20.7%	19.9%	4.3%	1.7%	1.6%	2.0%
RevPAR	-47.8%	58.2%	30.4%	5.0%	1.8%	1.8%	2.1%
RevPAR relative to 2019	-47.8%	-17.2%	8.0%	13.4%	15.4%	17.5%	19.9%

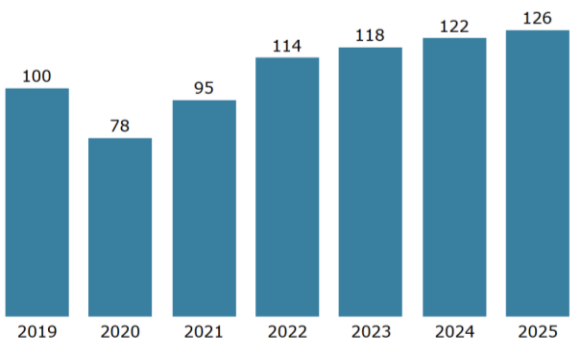
Note: RevPAR reflects standard methodology  
Source: STR; Tourism Economics

Occupancy Index  
Index (2019 = 100)

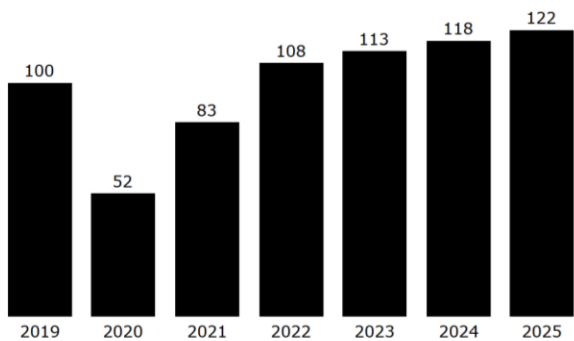


Note: RevPAR reflects standard methodology  
Source: STR; Tourism Economics

ADR Index  
Index (2019 = 100)



RevPAR Index  
Index (2019 = 100)





**THANK YOU.**

