

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY
NOTICE OF PUBLIC MEETING
EXECUTIVE and LEGISLATIVE COMMITTEE MEETING
July 21, 2025, at 11:00 AM
4065 S. Virginia Street, Suite 100
Reno, NV 89502**

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

Councilwoman Charlene Bybee
Mr. Stephen Ascuaga

Mr. Eddie Ableser

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

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

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

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

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

Items on the agenda are for possible action by the Executive & Legislative Committee unless stated otherwise. Items will not necessarily be considered in the order listed. The Executive & Legislative Committee may combine two or more agenda items for consideration, may remove an item from the agenda, or may delay discussion relating to an item on the agenda at any time.

Supporting Materials

Support materials are made available when they are provided to the Executive & Legislative Committee, or if provided during the meeting, support materials will be made available at the meeting at the same time as they are made available to the Executive Committee. Support materials are also available at the RSCVA administrative offices and at the scheduled meeting. The designated contact to obtain support materials is Myrra Estrellado, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7737.

AGENDA

A. OPENING CEREMONIES

Call to Order
Roll Call
Pledge of Allegiance

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

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

C. APPROVAL OF THE AGENDA FOR THE JULY 21, 2025, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

For possible action

D. APPROVAL OF MINUTES OF MAY 14, 2024, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

For possible action

E. COMMITTEE MATTERS

E1. Review, Discussion and Possible Action regarding Senate Bill 420 and General Discussion of the TART Connect Program and Potential Funding Sources

The Executive and Legislative Committee is being asked to review, discuss, and possibly take action to recommend support for including Senate Bill 420 from the 2025 Legislative in a special session of the Legislature should a special session be called. The Executive and Legislative Committee will also have a general discussion of the TART Connect transportation program and potential funding sources for the TART Connect program. The Executive and Legislative Committee may take action regarding any of the foregoing in the form of a recommendation to the full RSCVA Board of Directors for later possible adoption at a duly noticed RSCVA Board of Directors meeting.

Committee action is advisory only and requires approval of the full Board of Directors at a future meeting.

For Possible Action

E2. Review, Discussion, Revision and Possible Approval of Survey Questions to be Utilized in Connection with the Reno-Sparks Convention and Visitors Authority Annual President/CEO Review

The Executive and Legislative Committee is being asked to review, discuss, revise (if necessary), and approve the survey questions utilized in connection with the annual RSCVA President/CEO Review. Approval by the Committee is in the form of a recommendation to the full RSCVA Board of Directors for later possible revision/adoption at a duly noticed RSCVA Board of Directors meeting.

Committee action is advisory only and requires approval of the full Board of Directors at a future meeting.

For possible action

E3. Review, Discussion, and Possible Action Regarding RSCVA President and CEO Mr. Mike Laraquetta's Goals and Objectives for Fiscal Year 2024-2025 and Possible Recommendation of Bonus Based Thereon

The Committee will review, discuss, and may possibly take action to recommend the payment of a bonus to the RSCVA President/CEO in amounts not to exceed (i) \$31,500 based on achievement of the FY 2024-2025 President/CEO goals and objectives, and (ii) an additional amount not to exceed \$15,750 as a discretionary bonus award.

Committee action is advisory only and requires approval of the full Board of Directors at a future meeting.

For possible action

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

Informational only

H. COMMENTS FROM THE FLOOR BY THE PUBLIC

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

I. ADJOURNMENT

For possible action

Persons are invited to submit written remarks on all matters, both on and off the agenda. Written remarks presented for inclusion in the Executive & Legislative Committee's minutes must be flat, unfolded, on paper of standard quality, and 8 ½ by 11 inches in size. Written remarks shall not exceed five (5) pages in length. The RSCVA will not accept any submissions that do not comply with this rule. On a case-by-case basis, the Board of Directors may permit the filing of noncomplying written remarks, documents, and related exhibits under NRS 241.035(1)(e). Executive & Legislative Committee's meeting rooms are accessible to persons with disabilities. If special arrangements are required, please contact Myrra Estrellado at 775-827-7737.

For information or questions regarding this agenda please contact:
The RSCVA Executive Office
P.O. Box 837, Reno, NV 89504
775-827-7737



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**Reno-Sparks Convention & Visitors Authority
Executive/Legislative Committee Meeting Minutes
May 14, 2025**

The Executive/Legislative Committee of the Reno-Sparks Convention & Visitors Authority held an Executive/Legislative Committee meeting at 1:00 p.m. on May 14, 2025, at the Reno-Sparks Convention and Visitors Authority, 4065 S. Virginia Street, Reno, NV. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

Chair Alexis Hill called the meeting to order at 1:01 p.m.

Committee Members Present:

Councilwoman Charlene Bybee
Commissioner Alexis Hill
Mr. Eddie Ableser
Mr. Stephen Ascuaga

RSCVA Executive Staff and Legal Counsel Present:

Mike Larragueta, President/CEO
John McGinnes, Vice President of Sales
Christina Erny, Vice President of Marketing
Art Jimenez, Executive Director of Tourism Sales
Courtney Jaeger, Vice President of Finance
Renee McGinnes, Executive Director of Venue Sales and Events
Ben McDonald, Senior Director of Communications and Public Affairs
Lori Tange, Director of Human Resources
Jose Martinez, Vice President of Facilities
Myrra Estrellado, Board Clerk
Ben Kennedy, Legal Counsel
Molly Rezac, Legal Counsel

A. OPENING CEREMONIES

Chair Hill asked Committee Member Ascuaga to lead the pledge.

B. COMMENT FROM THE FLOOR BY THE PUBLIC

Chair Hill opened the floor to public comment. There was none; public comment was closed.

C. APPROVAL OF THE AGENDA FOR THE MAY 14, 2025, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

On a motion made by Committee Member Bybee, seconded by Committee Member Ascuaga, it was resolved to approve the agenda for the May 14, 2025, Executive/Legislative Committee meeting, as presented. The motion was **APPROVED** by a vote of 4-0-0.

D. APPROVAL OF MINUTES OF THE DECEMBER 12, 2024, EXECUTIVE/LEGISLATIVE COMMITTEE MEETING

On a motion made by Committee Member Ascuaga, seconded by Committee Member Ableser, it was resolved to approve the minutes for the December 12, 2024, Executive/Legislative Committee Meeting, as presented. The motion was **APPROVED** by a vote of 4-0-0.

E. PLANNING SESSION AND REVIEW

E1. Mike Larragueta, President/CEO Goals and Objectives for Fiscal Year 2024/2025

Mike Larragueta presented the approved goals for Fiscal Year 2024/2025, their progress, and the forecasted outcome for the end of the fiscal year on June 30, 2025.

The first goal is room nights, at a total of 261,122. As of March 31, 2025, the total is 251,596, or 96% of the goal. The fiscal year is forecasted to finish at 270,425, or 104% of the goal. It is possible to break these numbers down into new and reintroduced by territory from a marketing perspective, if the Board requires. Dollars spent in different markets can also be broken down.

The second goal is a group of three goals under the marketing department. Regarding paid media engagement, the goal was to achieve an average rate of 5% or higher. As of March 31, 2025, the marketing team reported an engagement rate of 16.6% and a forecast of 17% at the end of the fiscal year. Regarding partner referrals, or the number of visitors to the website clicking through to the sites of community partners, the goal was 14%. As of April 30, 2025, the partner referral rate was 14.1% and the end-of-year forecast is 14%. Regarding earned media placements, the goal was to secure 250 or more. As of March 31, 2025, 168 earned media placements have been secured, and 180 earned media placements were estimated as of April 30, 2025. The end-of-year forecast is 215. There have been approximately 88 national and 78 local earned media placements. Articles that are not positive or are mere mentions are not counted.

The third goal was leisure room nights, at a total of 634,110 cash hotel room nights. As of March 31, 2025, there have been 519,190, or 82% of the goal. The end-of-year forecast is 688,456 cash hotel room nights, or 108% of the goal. Select service had an uptick of approximately 18%, which is feeding into this metric through the global distribution system.

The fourth goal was facility revenues, at a total of \$6,435,595 for all four facilities. The end-of-year forecast is \$5,665,774, or 88% of the goal. The majority of the deficit is related to the Reno Event Center. The food service facility, Aramark, is also operating at a loss due to poor budgeting. There was a discussion regarding how to handle the Reno Event Center and Aramark's budgeting. It was noted that the facilities have never generated a profit. Aramark has not provided the assumptions and explanations behind its budget. Aramark made a presentation for the Finance Committee the morning of May 14, 2025, and is expected to present before the Board the week

of May 19, 2025. The Reno Event Center will be revisited at another Committee meeting before it is discussed by the full Board.

The fifth goal was community engagement, namely, that the leadership team participate in 20 activities per year. The team has achieved the goal and is forecasted to participate in 46 activities by the end of the fiscal year.

The sixth goal was staff retention, namely, to improve full-time staff retention by 5%, not counting retirements. From July, 2024, through March, 2025, staff retention was 8%, and the end-of-year forecast is 12%. It is not expected that this goal will be met, and a different plan will be discussed for next year.

The seventh goal was the implementation of a staff satisfaction survey. This goal has been achieved, as the survey was sent out and completed by February, 2025, with a response rate of 73% and a satisfaction rate of 96% regarding workplace culture and CEO performance.

These goals will be revisited before being presented to the full Board in July, 2025. It was suggested that goals be put in place to measure efficiency and cost savings, possibly involving lighting and solar power.

E2. Planning Session To Review, Discuss, and/or Prioritize the Reno-Sparks Convention and Visitors Authority Fiscal Year 2025/2026 President/CEO Goals

Mike Larragueta invited the department heads to present their goals for Fiscal Year 2025/2026.

John McGinnes reported that the sales team recommends a room night goal of 282,523. There is uncertainty regarding federal cutbacks, as per diem room nights are down by approximately 9%, future bookings for federal groups are down by approximately 20%, and tariffs may affect trade association activity. Once all factors are taken into account, the goal is an increase of 3.6%.

Christina Erny reported that the marketing team is hoping to achieve an average paid media engagement rate of 10%. Per the visitor profile study, the metric of awareness is lagging. The team plans to remain flexible and focus on awareness. It was noted that while some department budgets were reduced, it was decided not to reduce the marketing budget. Christina Erny noted that her team will be more creative with the budget they have. Instead of partner referral rate, the marketing team is recommending to the Board that the goal be changed to increased enhanced website engagement sessions, which has four engagement metrics: whether a user visits three or more pages when visiting the website; whether a user clicks through a partner referral; whether a user interacts with the itinerary builder, which is a personalization element; and whether a user interacts with AI chat. The goal is to achieve 733,080 enhanced website engagement sessions.

Ben McDonald reported that the public relations team is hoping to achieve 215 earned media placements, noting that the track is doing well but is no longer new. There have been 24 media visits so far during Fiscal Year 2024/2025, and three additional visits are planned. He noted that there are one-year contracts with most of the media companies, and he will either request the Board's approval to extend them or issue RFPs. He can provide a critical analysis regarding the quality of the placements for a meeting.

Art Jimenez reported that his team's goal is 687,223 cash leisure room nights.

Renee McGinnes reported that her team's projection is \$7,382,000 in facility revenues for Fiscal Year 2025/2026, with much of the revenue generated by the United States Bowling Congress Championship, to be held at the National Bowling Stadium. The revenues generated by the Convention Center, Livestock Event Center, and Reno Event Center are expected to decrease slightly. It is expected that Caesars Entertainment will host 15 concerts.

Mike Larragueta recommended that the leadership team participate in 30 events in Fiscal Year 2025/2026. This is a decrease from Fiscal Year 2024/2025, but the events will be more targeted.

Lori Tange reported that the human resources team plans to move its focus from attrition to the employee surveys, including exit surveys and mid-year and annual surveys. One goal is to increase the survey response rate to 75%, and the other is to maintain an employee satisfaction rate of 96%. The human resources team uses a third-party company for surveys, and there is a library of surveys available, which can be completed on a phone or computer. The human resources team plans to set up workstations where surveys can be completed.

There was a discussion regarding the suggested goal related to efficiency through factors such as reviewing contracts, evaluating fees, such as parking fees, equipment rentals, and out-of-county user fees, though the latter may result in pushback from organizers and accusations of price gouging. The Committee decided that the efficiency goal should be part of the overall budgetary or financial goal so that it does not negatively impact any of the other goals. Mike Larrangueta and Courtney Jaeger agreed to investigate an efficiency goal to recommend to the Board.

On a motion duly made, it was resolved to approve the Fiscal Year 2025/2026 President/CEO goals as presented. The motion was **APPROVED** by a vote of 4-0-0.

F. BOARD MATTERS

F1. Review, Discussion, and Possible Action Regarding Legislative Priorities for the Current Legislative Session

Ben Kennedy noted that Bill AB 114 will be heard on May 14, 2025.

F2. The Reno-Sparks Convention and Visitors Authority Board of Directors Will Review, Discuss, and Suggest Revisions to Current Board Policies, as well as the RSCVA Harassment and Discrimination Policies.

Ben Kennedy noted that the only change he made to the Board Policies document was to Section 1.03, regarding the rotation of the chairmanship between the three jurisdictions. He added a note that the policy is subject to revision or deletion, depending on whether Bill AB 114 is passed.

Molly Rezac highlighted the changes made to the Harassment and Discrimination Policies in Sections 7.01 to 7.04. Section 7.01 was amended to add a paragraph directing users to Sections 7.02 to 7.04, depending on the nature of the complaint.

Section 7.02 relates to a complaint against the President and CEO and describes the process one would follow to report the complaint, depending on one's role. Molly Rezak suggested that the Committee consider what level of detail should be reported regarding a complaint and who should receive periodic updates from the investigator. She recommended that the scope of the policies remain broad, even though the procedures normally apply to discrimination and harassment.

Section 7.03 relates to a complaint against a Board member, and Section 7.04 relates to a complaint against RSCVA staff.

There was a discussion regarding when and whether the full Board should be notified if a complaint is deemed to be frivolous. Molly Rezak noted that the purpose of an investigation is to determine whether a complaint is frivolous. It was suggested that the full Board be notified that a complaint is being investigated, but that the full details not be shared, except by request. If the complaint is obviously frivolous, legal counsel will inform the Board that a claim was made and deemed frivolous and does not require additional investigation.

Because the ENL Chair and the Board Chair may be the same person, it was suggested that, in this case, the Board Vice Chair will also receive updates regarding an investigation.

On a motion made by Committee Member Ableser, seconded by Committee Member Bybee, it was resolved to approve the policies presented with the revisions discussed by the Committee and legal counsel and to recommend the amended policies to the full Board for adoption. The motion was **APPROVED** by a vote of 4-0-0.

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

There was a discussion regarding Board nominations for RTAA.

F. COMMENTS FROM THE FLOOR BY THE PUBLIC

Chair Hill opened the floor to public comment. There was none; public comment was closed.

G. ADJOURNMENT

The meeting was adjourned at 3:06 p.m.

The meeting can be viewed at <https://www.youtube.com/watch?v=w1X7ZDJbLL0>

PROPOSED CHANGES TO SURVEY QUESTIONS- BOARD 2025

CEO MERIT BOARD SURVEY QUESTIONS

These questions were developed based upon the CEO Position Description.

Each survey question, except #21, 22, and 23, allows for the responses “Agree,” “Neither Agree nor Disagree,” “Disagree,” and has a box for written comments.

1. Mike Larragueta has effectively developed a Strategic Plan that aligns with the mission and vision of the RSCVA.
2. Mike Larragueta provides effective leadership to guide teams in executing strategic initiatives that position RenoTahoe as a world-class destination.
3. Mike Larragueta effectively represents the Authority in his engagement with local clients, government agencies, professional organizations, and key stakeholders.
4. Mike Larragueta ensures that long-range planning for destination resources and infrastructure are aligned with the organization’s Strategic Plan and overall strategic direction.
5. Mike Larragueta manages the organization in alignment with the Strategic Plan by adapting to new information, changing conditions, and unforeseen challenges, while evaluating performance against key operational and financial targets.
6. Mike Larragueta communicates effectively with the Board and regional stakeholders to identify and pursue opportunities that enhance coordination and collaboration with the RSCVA.
7. Mike Larragueta ensures that the RSCVA consistently delivers high-quality service to its customers and takes meaningful action based on customer feedback
8. Mike Larragueta develops new strategic goals, initiatives, and business that support the long-term benefit of the organization.
9. Mike Larragueta advances the organization’s vision and goals by prioritizing hotel room tax initiatives and driving the development of new room-night business.

ADDITIONAL QUESTIONS- OPTIONAL

- Mike Larragueta demonstrates a leadership style that promotes collaboration, accountability, and a clear vision for the organization.

- Mike Larragueta manages his time effectively, balancing strategic priorities with timely decision-making and follow-through
- Mike maintains consistent focus on organizational goals and avoids distractions that could hinder long-term progress.

COMMENT QUESTIONS:

10. In your view, how has Mike Larragueta made quality improvements and positively impacted the organization in his role as President/CEO of the RSCVA?
11. In your opinion, what areas of leadership or performance could Mike Larragueta focus on to enhance his effectiveness and impact within the organization?
12. Other comments, if any:

PROPOSED CHANGES TO SURVEY QUESTIONS- BOARD 2025

CEO MERIT BOARD SURVEY QUESTIONS

—These questions were developed based upon the CEO Position Description. Each survey question, except for Nos. #21, 22, and 23, allows for the responses as “Agree,” “Neither Agree nor Disagree,” “Disagree,” and has a box for written comments.

1. ~~Charles Harris~~Mike Larragueta has effectively developed a Strategic Plan that aligns with the strategiesmission and vision of the RSCVA.
2. ~~objectives for the Authority, including, but not limited~~Mike Larragueta provides effective leadership to, updating the comprehensive guide teams in executing strategic plan.
initiatives that position RenoTahoe
2. ~~Charles Harris has provided direct management of a senior executive team to ensure the execution of board policy and strategic direction to brand the area as a world-class tourism destination.~~
3. ~~Charles Harris~~Mike Larragueta effectively represents the Authority ~~well~~in its relationshipshis engagement with local clients, government agencies, professional ~~and other similar groups~~organizations, and key stakeholders.
4. —
5. ~~Charles Harris provides~~Mike Larragueta ensures that long-range planning for destination resources, and infrastructure, and are aligned with the organization’s Strategic Plan and overall strategic direction.
6. ~~Charles Harris~~Mike Larragueta manages the organization effectively in alignment with the Strategic Plan by adapting ~~in response~~to new information, changing conditions, ~~or unexpected obstacles, measuring organizational effectiveness and unforeseen challenges,~~ while evaluating performance against key operational and financial targets, ~~resetting strategies accordingly.~~
7. ~~Charles Harris effectively~~Mike Larragueta communicates effectively with the Board ~~members, and regional~~ stakeholders, ~~business executives and other civic leaders~~ to ~~take initiative to identify and~~ pursue opportunities that improveenhance coordination ~~of the RSCVA and important stakeholders within the region.~~
8. ~~Charles Harris keeps Board Members up to date on issues impacting and collaboration with the RSCVA and demonstrates responsiveness to Board requests for additional information.~~

9. ~~Charles Harris~~Mike Larragueta ensures that the RSCVA ~~provides consistently delivers~~ high-quality service to RSCVA's customers; and ~~aet~~stakes meaningful action based on customer feedback from customers.
- 10.
11. ~~Charles Harris represents the RSCVA in the community and aligns community involvement with objectives of the RSCVA's strategic plan.~~
12. ~~_____~~
13. ~~_____~~
14. ~~Charles Harris~~ develops new strategic goals, initiatives, and ~~new~~ business ~~for that support~~ the long-term benefit of the organization. =
13. _____
19. ~~Charles Harris furthers the organization's~~Mike Larragueta advances the organization's vision and goals by ~~emphasizing the importance of~~prioritizing hotel room tax initiatives and driving the development of new room-night business.

ADDITIONAL QUESTIONS- OPTIONAL

- Mike Larragueta demonstrates a leadership style that promotes collaboration, accountability, and a clear vision for the organization.
- Mike Larragueta manages his time effectively, balancing strategic priorities with timely decision-making and follow-through
- Mike maintains consistent focus on organizational goals and avoids distractions that could hinder long-term progress.

COMMENT QUESTIONS:

21. ~~I believe Charles Harris has~~In your view, how has Mike Larragueta made quality improvements and ~~has~~positively impacted the organization in his role as President/CEO of the RSCVA ~~by:?~~
22. In your opinion, what areas of leadership or performance could Mike Larragueta focus on to enhance his effectiveness and impact within the organization?
22. ~~_____~~I believe Charles Harris could improve by:
23. Other comments, if any:

PROPOSED SURVEY QUESTIONS- STAFF- JULY 2025

STAFF SURVEY QUESTIONS

Each survey question, except # 20, 21, and 22, allows for the responses as “Agree,” “Neither Agree nor Disagree,” “Disagree,” as well as a comment box.

1. Mike Larragueta consistently demonstrates effective leadership that supports the organization’s mission and goals.
2. Mike Larragueta effectively guides the team in setting goals and expectations aligned with the Strategic Plan.
3. Mike Larragueta provides me with sufficient responsibility and the authority needed to effectively accomplish my work.
4. Mike Larragueta listens, communicates well and provides effective, timely communication.
5. Mike Larragueta builds respect and portrays the organization positively within various constituencies.
6. Mike Larragueta fosters motivation and provides positive reinforcement to support and uplift the RSCVA team.
7. Mike Larragueta maintains and utilizes a solid working knowledge of significant developments and trends within the industry.
8. Mike Larragueta establishes ambitious goals for organizational excellence and effectively initiates, maintains, and adapts programs that advance the organization's success.
9. Mike Larragueta adheres to RSCVA policies and procedures.
10. Mike Larragueta demonstrates sound analysis and judgment in evaluating organizational progress and opportunities and proactively recognizes when change is necessary.
11. Mike Larragueta recruits and retains diverse staff to address all the needs of the organization.
12. Mike Larragueta has implemented impactful quality improvements that have strengthened the organization’s performance and outcomes.
13. Mike Larragueta has demonstrated effective leadership and skill in guiding departmental initiatives.

14. Mike Larragueta is available and accessible to all employees.
15. Mike Larragueta provides leadership development opportunities to his employees.
16. Mike Larragueta accepts constructive criticism and is open to new ideas and new approaches to solving problems.

Comment Questions

- I believe Mike Larragueta strong points as President/CEO of the RSCVA are:
- I believe Mike Larragueta could improve by:
- Other comments, if any:

PROPOSED SURVEY QUESTIONS- STAFF- JULY 2025

STAFF SURVEY QUESTIONS

Each survey question, except for Nos. # 20, 21, and 22, allows for the responses as “Agree,” “Neither Agree nor Disagree,” “Disagree,” as well as a comment box.

1. ~~1. Charles Harris~~ Mike Larragueta consistently demonstrates effective leadership ~~for that supports the organization~~ organization's mission and goals.
2. ~~2. Charles Harris~~ Mike Larragueta effectively guides the team in setting goals and expectations, ~~following aligned with~~ the Strategic Plan ~~roadmap~~.
3. ~~3. Charles Harris gives~~ Mike Larragueta provides me ~~adequate~~ with sufficient responsibility and the authority needed to ~~get things done~~ effectively accomplish my work.
4. ~~Charles Harris~~ Mike Larragueta listens, communicates well and provides effective, timely communication.
5. ~~Charles Harris~~ Mike Larragueta builds respect and portrays the organization positively within various constituencies.
6. ~~Charles Harris provides~~ Mike Larragueta fosters motivation and provides positive reinforcement ~~for to support and uplift~~ the RSCVA team.
7. ~~Charles Harris~~ Mike Larragueta maintains and utilizes a solid working knowledge of significant developments and trends within the industry.
8. ~~Charles Harris~~ Mike Larragueta establishes ambitious goals for organizational excellence and ~~impacts and effectively~~ initiates, maintains, and adapts programs ~~for that advance~~ the benefit of the organization organization's success.
9. ~~Charles Harris~~ Mike Larragueta adheres to RSCVA policies and procedures.
10. ~~Charles Harris~~ Mike Larragueta demonstrates ~~quality of~~ sound analysis and judgment ~~related to in evaluating organizational~~ progress and opportunities, and proactively recognizes ~~if when~~ change is ~~needed~~ necessary.
- ~~12. Charles Harris~~ 11. Mike Larragueta recruits and retains diverse staff to address all the needs of the organization.
13. ~~Charles Harris~~

12. Mike Larragueta has ~~made~~implemented impactful quality improvements that have strengthened the organization's performance and ~~the impact to the RSCVA has been positive outcomes.~~

~~14. Charles Harris~~13. Mike Larragueta has demonstrated effective ~~skills in department~~leadership and skill in guiding departmental initiatives.

~~15. Charles Harris~~ Mike Larragueta is available and accessible to ~~the~~all employees.

~~16. Charles Harris~~ Mike Larragueta provides leadership development ~~and leadership succession planning~~ opportunities to his employees.

~~19. Charles Harris~~17. Mike Larragueta accepts constructive criticism and is open to new ideas and new approaches to solving problems.

~~20. —~~

Comment Questions

• I believe ~~Charles Harris's~~Mike Larragueta strong points as President/CEO of the RSCVA are:

• 21. — I believe ~~Charles Harris~~Mike Larragueta could improve by:

• 22. — Other comments, if any:



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Date: May 6, 2024

To: Executive & Legislative Committee From:

Mike Larragueta, President/CEO

Subject: Fiscal Year 2024/2025 Approved CEO Goals – Final Results

Strategic Goals	CEO Goal	FY 24/25 Target	Weighting	Process	Final Results
Goal #1: Group Room Night Goal	Increase produced group room nights 10% over FY 23/24 Group Room Nights	261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834.	20%	Bonus calculated on following scale: If 261,122 room nights produced, full bonus for this goal awarded. If 253,288 to 261,122 room nights produced, 90% bonus for this goal awarded. If 245,454 to 253,287 room nights produced, 80% bonus for this goal awarded. If 237,625 to 245,453 room nights produced 70% bonus for this goal awarded.	284,563 or 109% of Goal
Goal #2: Marketing	Paid Media engagement	Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24)	10%	Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for	Achieved 17.1% or 304% to goal

				this goal would be awarded.	
	Partner Referrals	Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24)	10%	Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded.	Achieved 0.141 or 100.1% to goal
	Earned Media Placements	Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)	10%	Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.	Total Earned Media Placements = 275 or 127% of goal
Goal #3: Leisure Room Night Goal	Produce 634,110 cash hotel room nights.	634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels.	15%	Bonus calculated on following scale: If 634,110 room nights produced, full bonus for this goal awarded. If 615,086 to 634,109 room nights produced, 90% bonus for this goal awarded. If 596,063 to 615,085 room nights produced, 80% bonus for this	Total Leisure Room Nights Achieved = 696,699 or 109% of goal

				goal awarded. If 577,040 to 596,062 room nights produced 70% bonus for this goal awarded.	
Goal #4 Facility Revenues	Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC	<p>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.</p> <ul style="list-style-type: none"> The Venue Sales team has an annual goal of \$2,445,523. The RSLEC Sales and Events Manager has a goal of \$1,317,537. The RSCC Events Team has an annual goal of \$1,175,125. The REC/NBS Events Team has a goal of \$1,097,410. <p>The Sponsorship and Sales Manager has an annual goal of \$400,000.</p>	15%	<p>Bonus calculated on following scale:</p> <p>If \$6,435,595 revenue produced, full bonus for this goal awarded.</p> <p>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.</p>	\$6,242,578 in total revenue achieved for the four venues, or 90% to goal
Goal #5 Community Engagement	20 Activities per year	Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow	10%	Bonus given if goal achieved	Goal achieved, total of 47 activities competed in FY24/25

		partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings.			
Goal #6 Staff Retainment	Improve full-time staff retainment (voluntary terminations/exits) by 5%.	Voluntary terminations are decreased by a minimum of 5%.	5%	Bonus given if goal achieved	4.12% reduction in voluntary terminations in FY 24/25
Goal #7 Staff Survey's	Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity.	Staff survey executed and results summarized.	5%	Bonus given if goal achieved	Completed, 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	
Stakeholders Meeting	Mike	6/25/2025	
4			

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

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

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

Sales Group Room Nights

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

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

Rational:

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

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

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

Sports group room nights impacted as follows:

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

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

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

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

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

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

Marketing Goals

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

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

RATIONAL:

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

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

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

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

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

RATIONAL:

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

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

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

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

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

Achieving this goal improves SEO. The more quality backlinks our website has, the better the site and content perform in organic and paid search. Referrals from high-quality and trustworthy websites show Google and other search engines that our site, too, is trustworthy. 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.