

## BOARD OF TRUSTEES

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Daren Griffin, A.A.E.

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## AGENDA

**Board of Trustees Regular Meeting**  
**Thursday, June 13, 2024 | 9:00 AM**  
**Reno-Tahoe International Airport, Reno, NV**  
**Administrative Offices, Second Floor**

### Notice of Public Meeting

Meetings are open to the public and notice is given pursuant to [NRS 241.020](#).

This meeting will be livestreamed and may be viewed by the public at the following link:

**Watch on Zoom:** <https://us02web.zoom.us/j/82275583396>

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### Accommodations

Members of the public who require special accommodations or assistance at the meeting are requested to notify the Clerk by email at [lkolacek@renoairport.com](mailto:lkolacek@renoairport.com) or by phone at (775) 328-6402. Translated materials and translation services are available upon request at no charge.

### Public Comment

Anyone wishing to make public comment may do so in person at the Board meeting, or by emailing comments to [lkolacek@renoairport.com](mailto:lkolacek@renoairport.com). Comments received **prior to 4:00 p.m. on the day before the meeting** will be given to the Board for review and included with the minutes of this meeting. To make a public comment during the Zoom meeting, please make sure your computer or device has a working microphone. Use the "Chat" feature to submit a request to speak. When the time comes to make public comments, you will be invited to speak. Public comment is **limited to three (3) minutes** per person. No action may be taken on a matter raised under general public comment.

### Posting

This agenda has been posted at the following locations:

1. RTAA Admin Offices, 2001 E. Plumb
2. [www.renoairport.com](http://www.renoairport.com)
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### Supporting Materials

Supporting documentation for this agenda is available at [www.renoairport.com](http://www.renoairport.com), and will be available for review at the Board meeting. Please contact the Board Clerk at [lkolacek@renoairport.com](mailto:lkolacek@renoairport.com), or (775) 328-6402 for further information.

## **1. INTRODUCTORY ITEMS**

- 1.1 Pledge of Allegiance
- 1.2 Roll Call

## **2. PUBLIC COMMENT**

## **3. APPROVAL OF AGENDA (*For Possible Action*)**

## **4. APPROVAL OF MINUTES**

There are no minutes presented.

## **5. PRESIDENT/CEO REPORT**

## **6. BOARD MEMBER REPORTS AND UPDATES**

## **7. RECOGNITIONS AND ITEMS OF SPECIAL INTEREST**

- 7.1 Chairman's Outstanding Service Award: U.S. Senator, Jacky Rosen

## **8. INFORMATION / POSSIBLE ACTION ITEMS**

- 8.1 Board Memo No. 06/2024-26 (*For Possible Action*): Review, discussion and potential approval of recommended changes to Civil Service Plan (CSP) Guidelines and Management Guidelines
- 8.2 Board Memo No. 06/2024-27 (*For Possible Action*): Review, discussion and potential authorization for the President/CEO to execute an amendment to the professional services agreement for Construction Management Services for the Taxiway B Reconstruction and General Aviation Run-Up Area project at Reno-Tahoe International Airport with Construction Materials Engineering Inc. in the amount of \$102,580.00
- 8.3 Board Memo No. 06/2024-28 (*For Possible Action*): Review, discussion and potential approval of submittal of Trustee names to the Reno-Sparks Convention and Visitors Authority for possible appointment to fill the Air Service Representative seat for a two-year term (July 2024 to July 2026)
- 8.4 Board Memo No. 06/2024-29 (*For Possible Action*): Review, discussion and potential approval of the Fiscal Year 2024-25 Reno-Tahoe Airport Authority Board of Trustees meeting calendar

- 8.5 Board Memo No. 06/2024-30 (*For Possible Action*): Review, discussion and potential approval of authorization for the President/CEO to execute an Amendment No. 1, to the Professional Services Agreement, for design services for 30 to 100% for the HQ Project at Reno-Tahoe International Airport, with RS&H Company, in an amount of \$5,636,054
- 8.6 Board Memo No. 06/2024-31 (*For Possible Action*): Review, discussion and potential authorization for the President/CEO to enter into negotiations with the City of Reno for the contracting of fire services at the Reno-Tahoe International Airport
- 8.7 Board Memo No. 06/2024-32 (*For Possible Action*): Review, discussion and potential authorization for the President/CEO to execute an Equipment Contract for a Class IV Vehicle for the Reno-Tahoe Airport Authority’s Airport Rescue and Fire Fighting Department, with Rosenbauer Minnesota, LLC, for a base bid of \$1,033,494 and one alternate equaling \$34,657 for a total price of \$1,068,151 subject to Federal Aviation Administration review and approval
- 8.8 Board Memo No. 06/2024-33 (*For Possible Action*): Review and discussion of President/CEO Daren Griffin’s performance for fiscal year 2023/2024 and possible action on discretionary bonus for fiscal year 2023/2024 and salary adjustment for fiscal year 2024/2025

**10. TRUSTEE COMMENTS AND REQUESTS**

**11. UPCOMING RTAA MEETINGS**

<b>DATE</b>	<b>MEETING</b>
07/09/2024	Finance & Business Development Committee Meeting Planning & Construction Committee Meeting
07/11/2024	Board of Trustees Regular Meeting
08/06/2024	Finance & Business Development Committee Meeting Planning & Construction Committee Meeting
08/08/2024	Board of Trustees Regular Meeting
09/10/2024	Finance & Business Development Committee Meeting Planning & Construction Committee Meeting
9/12/2024	Board of Trustees Regular Meeting

**12. PUBLIC COMMENT**

**13. ADJOURNMENT**

# President/CEO Report

**To:** All Board Members  
**From:** Daren Griffin, President/CEO  
**Date:** June 2024

## AIR SERVICE DEVELOPMENT

### Airline Meetings

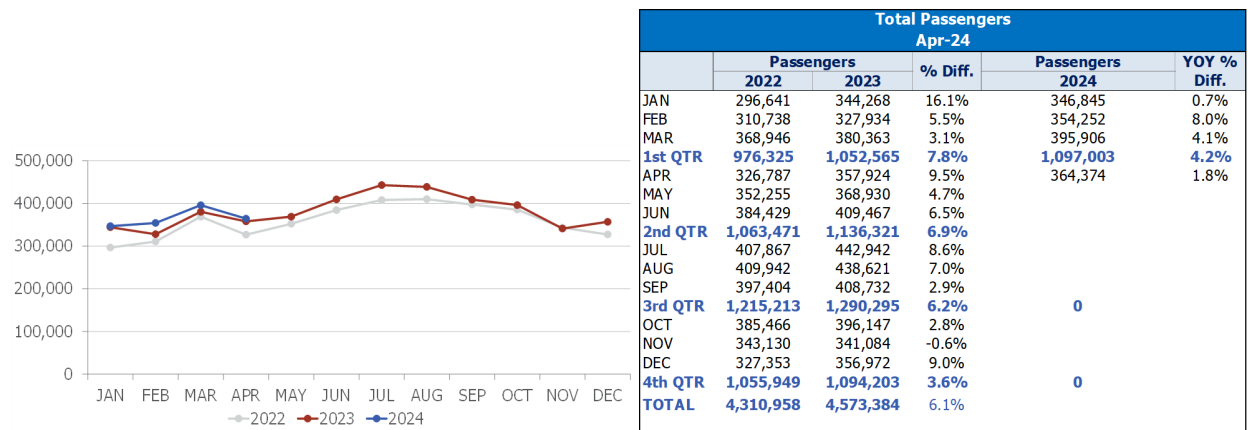
Staff participated in the ACI-NA JumpStart Conference held in Washington, D.C. in late May. The conference provided a valuable platform to connect with network planners from nine airlines. Discussions focused on the performance of existing routes serving Reno-Tahoe International (RNO) and exploring possibilities for new flight additions. Additionally, a productive dinner meeting was held with senior leaders from Delta Air Lines Network Planning. The focus of this meeting was to strengthen the relationship and develop collaborative strategies to ensure the success of the recently launched Atlanta (ATL) route.

### Community Outreach

On May 9, staff participated in the Reno+Sparks Chamber Business Expo. Staff engaged with attendees and encouraged participation in the RNO Corporate Travel Survey and signing up for the RNO newsletter.

### April 2024 RNO Passengers

Reno-Tahoe International Airport (RNO) served 364,374 passengers in April 2024, an increase of 1.8% versus the same period last year. In April 2024, RNO was served by 9 airlines to 18 non-stop destinations. The total seat capacity increased 11.8% and flights increased 12.8% when compared to April 2023.



### Schedule Highlights

#### Alaska Airlines (AS)

- AS will begin twice daily non-stop flights between RNO and Los Angeles (LAX) on October 1.

#### American Airlines (AA)

- AA started non-stop seasonal flights between RNO and Chicago (ORD) on June 5, for the summer season. This flight was last served in November 2021.

#### Delta Air Lines (DL)

- DL began non-stop daily service between RNO and ATL on June 7.
- The non-stop seasonal flights between RNO and Minneapolis (MSP) returned on June 8 and will operate as a daily service through fall.

#### Sun Country Airlines (SY)

- SY's non-stop seasonal flights between RNO and MSP returned on May 23, as a twice a week service.

#### Southwest Airlines (WN)

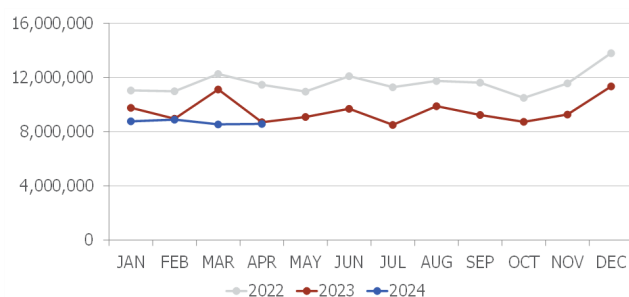
- WN's non-stop seasonal flights between RNO and Chicago Midway (MDW) returned on June 4 as a daily service.

#### Spirit Airlines (NK)

- NK will begin non-stop daily flights between RNO and LAX on July 10.

### April 2024 RNO Cargo

RNO handled 8,581,674 pounds of air cargo in April 2024, a decrease of 1.4% when compared to April 2023.



Total Cargo Volume in Pounds						
Apr-24						
	2022	2023	% Diff.	2024		YOY % Diff.
	Cargo in Pounds			Pounds	Metric Tons	
JAN	11,052,383	9,768,668	-11.6%	8,769,205	3,977	-10.2%
FEB	10,991,076	8,963,956	-18.4%	8,896,368	4,035	-0.8%
MAR	12,265,793	11,124,124	-9.3%	8,545,646	3,876	-23.2%
<b>1st QTR</b>	<b>34,309,252</b>	<b>29,856,748</b>	<b>-13.0%</b>	<b>26,211,219</b>	<b>11,887</b>	<b>-12.2%</b>
APR	11,470,613	8,704,717	-24.1%	8,581,674	3,892	-1.4%
MAY	10,966,757	9,094,192	-17.1%			
JUN	12,105,721	9,694,997	-19.9%			
<b>2nd QTR</b>	<b>34,543,091</b>	<b>27,493,906</b>	<b>-20.4%</b>			
JUL	11,289,066	8,508,207	-24.6%			
AUG	11,751,228	9,888,463	-15.9%			
SEP	11,624,360	9,237,788	-20.5%			
<b>3rd QTR</b>	<b>34,664,654</b>	<b>27,634,458</b>	<b>-20.3%</b>	<b>0</b>		
OCT	10,502,407	8,731,063	-16.9%			
NOV	11,569,577	9,273,796	-19.8%			
DEC	13,806,179	11,347,689	-17.8%			
<b>4th QTR</b>	<b>35,878,163</b>	<b>29,352,548</b>	<b>-18.2%</b>	<b>0</b>		
<b>TOTAL</b>	<b>139,395,160</b>	<b>114,337,660</b>	<b>-18.0%</b>			

<b>June 2024 RNO Flight Schedule</b>			
<b>Destination</b>	<b>Airlines</b>	<b>Total Departures</b>	<b>Details</b>
<b>Atlanta</b>	Delta	24	Daily, starting June 7
<b>Austin</b>	American	30	Daily
<b>Burbank</b>	Southwest	45	Daily. Twice daily on Mon, Thu, Fri, Sun
<b>Chicago-Midway</b>	Southwest	27	Daily, starting June 4
<b>Chicago-O'Hare</b>	American	26	Daily, starting June 5
	United	30	Daily
<b>Dallas-Love</b>	Southwest	8	Twice weekly. Sat, Sun
<b>Dallas/Fort Worth</b>	American	120	Four daily
<b>Denver</b>	Southwest	94	Three daily. Four on Sun
	United	120	Four daily
<b>Guadalajara</b>	Volaris	20	Daily. Mon-Fri
<b>Houston-Intercontinental</b>	United	10	Twice weekly. Sat, Sun
<b>Las Vegas</b>	Southwest	260	Six to eight daily. 10 daily on Mon, Thu, Fri.
	Spirit	90	Three daily
<b>Long Beach</b>	Southwest	58	Twice daily. Once on 1,2
<b>Los Angeles</b>	Delta	90	Three daily
	JetBlue	12	Daily 1-12
	Southwest	35	Daily. Twice on Sun
	United	60	Twice daily
<b>Minneapolis/St. Paul</b>	Delta	23	Daily, starting June 8
	Sun Country	15	Three to four times a week.
<b>New York-JFK</b>	JetBlue	18	Daily, starting June 13
<b>Oakland</b>	Southwest	50	Twice daily. Once on Sat, Sun
<b>Phoenix</b>	American	124	Four daily. Five daily 1-4
	Southwest	82	Three daily. Twice 1-4 and Sat
<b>Portland</b>	Alaska	103	Four daily. Three daily 1-12 and Wed, Sat
<b>Salt Lake City</b>	Delta	90	Three daily
<b>San Diego</b>	Southwest	79	Three daily. Twice daily 1-5, and Tue, Wed
<b>San Francisco</b>	United	85	Three daily. Twice on 1,8,15,16,22
<b>San Jose</b>	Southwest	21	Daily. No flights on Tue, Wed
<b>Seattle</b>	Alaska	138	Five daily. Four daily 1-12
	Multiple airlines		

5.20.2024

## **ECONOMIC DEVELOPMENT**

### **Properties**

#### **GTC Project**

Financial Close was achieved on May 2, 2024. This project has now entered into the construction phase, with future updates coming from the MoreRNO project team.

### **RTS Land Development**

#### **Dermody Properties Development**

Work continues on the Phase I site with sewer work along Moya Blvd started and continuing north to the railroad tracks. Jack and Bore of the area are scheduled for May 30, 2024. The slab pours continue on the first building with expected completion of pours by the end of May. The first wall tilt-up for the buildings is scheduled for July 11, 2024.

**RNO Land Development**

**Stellar Aviation**

Stellar held its grand opening event on May 21, 2024, to celebrate the opening of their newly built 5,000 sq. ft. terminal building and one (1) new box hangar. They continue to focus on the construction of their second hangar to complete their Phase I project.

**Tolles Development**

The Tolles Development project is expected to be complete by the middle of June with a grand opening event targeted for the end of June.

**OPERATIONS & PUBLIC SAFETY**

Department	Event	04/2024	04/2023	04/2022
Joint Actions	Aircraft Alerts: ARFF, Ops, Police, Aircom	1	2	3
	Medicals: ARFF, Ops, Police, Aircom	14	25	24
Operations	Inspections	139	123	62
	Wildlife Incidents	8	4	7
Police	TSA Checkpoint Incidents	13	27	20
	Case Numbers Requested	7	14	16
Security	Alarm Responses	45	87	231
	Inspections: Vehicle, Delivery, Employee	925	1085	966
	Badge Actions	1021	929	780
ARFF	Inspections: Fuelers/Facilities	0/0	9/0	2/4
Landside	Public Parking – Total Revenue	\$1,667,123.00	\$1,454,357.00	\$1,196,523.00
	Public Parking – Total Transactions	40,055	37,519	38,526
	Public Parking – Average \$ Per Transaction	\$41.62	\$38.76	\$31.03
	Shuttle & Bus Trips Through GT	8,763	8,268	7,797
	Transportation Network Company Trips	32,048	14,674	10,272
	Taxi Trips Through GT	4,085	5,538	5,020

**PLANNING & INFRASTRUCTURE**

For more project updates, please refer to the Monthly Project Status Reports which are posted with Planning & Construction Committee meetings agendas. Click [HERE](#) to view those agendas.

**PEOPLE, CULTURE AND EQUITY**

**Time frame:** 5/01/2024 through 5/31/2024

Open Positions	5
New Starts	4
Resignations/Terminations*	3
Promotions	3
<i>*Termination refers to an employee leaving under any circumstances, good or bad.</i>	

The Culture Club put on a fun-filled Quince de Mayo Celebration (5/15/24) with an all employee taco bar

complete with games and a Salsa Competition (the condiment, not the dance!). Day and Swing shift employees celebrated in the Green Lot, and Graveyard employees enjoyed a Nacho Bar in the River Room.

People Operations staff coordinated the selection of the RTAA's honoree for the Nevada Women's Fund annual "Salute to Women of Achievement." The ceremony took place on Thursday, May 23 at the Downtown Reno Ballroom. Acting Chief Commercial Officer Aurora Ritter was the organization's selected honoree. Aurora's presenter at the ceremony was her older sister, Audelia Esquivel who is our Accounting Technician - A/R.

People Operations staff launched a "Legal Aspects" program. Mandatory for all employees, this program covers key information regarding harassment and discrimination as well as the reporting process at the RTAA. Also included this year was information on Title VI of the Civil Rights Act which governs how organizations receiving any Federal funds must act/react regarding discrimination and harassment. The program was available on demand for all employees, and compliance is required by the end of the fiscal year.

## **MARKETING & PUBLIC AFFAIRS**

### **Marketing**

The nonstop to Atlanta is now operating and we are supporting the route launch through advertising, organic mediums, and the inaugural launch event. The Collection of Memories campaign continues to support other priority markets including Austin and Nashville, and a nearly tripled ad spend resulted in significant impressions and clicks. Via social media we also previewed some returning seasonal markets, supported the Best Bites and Brands concessions campaign, and celebrated new service to LAX on Spirit.

### **Notable metrics from April 16 – May 15 include:**

- **Paid Campaigns:** As predicted, an increase in advertising funds resulted in a large growth of impressions this period, supporting Atlanta, Nashville, and Austin. Ad impressions this period increased by more than 140%, which earned more than 2 million impressions through digital media, programmatic and social media ads. Impressions on Meta and Google both exceeded last year's metrics, and ad clicks are up by over 100%. Total click-through rates decreased by 45% this period, though, which can be attributed to lower click-thru rates on the new YouTube campaigns. Overall conversions are influenced by that decrease.

Ad Impressions

**2.1M**

↑ 143.9%

Ad Clicks

**23,096**

↑ 106.9%

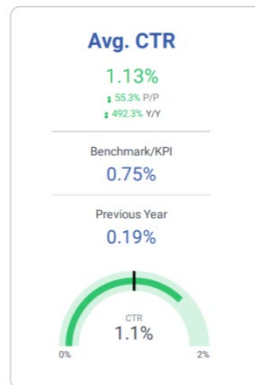
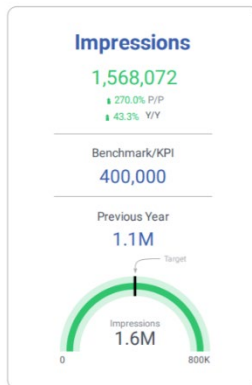
Conversions

**5,347**

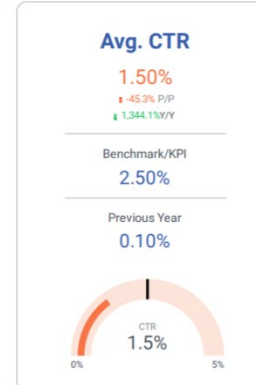
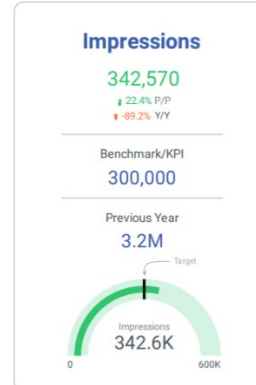
↓ -17.5%



KPIs | Meta






KPIs | Google



- Organic Social Media:** Overall, social media saw decreases this month compared to a high performing previous period. In the last period, social media saw exceptional growth, so this drop was anticipated.

The Best Bites and Brands of Reno-Tahoe Campaign launched on May 1. This campaign builds on the MoreRNO concourse expansion and asks users to interact with our accounts by leaving feedback on local offerings they'd like to see at the airport. The initial campaign launch saw an engagement rate of over 14% on Instagram and the giveaway kick off post saw an engagement rate of over 23% on Facebook.

One additional notable post was a spotlight for nonstop flights to LAX on Spirit Airlines, which reached more than 21,000 Facebook users.

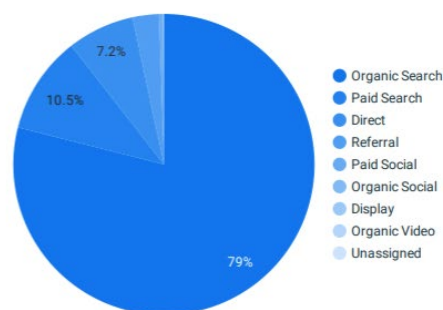
 <p><b>renoairport</b> May 01, 15:38</p> <p>Exciting News! We're ramping up our local offerings at the airport and we want your input. Introducing our "Best Bites and Brands of Reno-Tahoe" initiative. We're calling on you to tag your favorite locally owned businesses. With 40% more space dedicated to food and</p> <p><b>901 reach</b> <b>14.32 % engagement rate</b></p>	 <p><b>Reno-Tahoe International Airport</b> May 14, 17:40</p> <p>Nominate your favorite local gems for a chance to win! The heart of our "Best Bites and Brands of Reno-Tahoe" campaign is the diversity of our community, and we value your input. We're celebrating local entrepreneurship and aspire to feature more unique flavors and products</p> <p><b>7,985 reach</b> <b>23.42 % engagement rate</b></p>	 <p><b>Reno-Tahoe International Airport</b> May 15, 23:22</p> <p>We'll be pushing back to LAX on Spirit Airlines! You can now book nonstop flights on Spirit to Los Angeles, with once-daily service starting on August 14. Joining the existing service to Las Vegas, Spirit offers increased connectivity to and from RNO. #FlyRNO</p> <p><b>21,578 reach</b> <b>2.8 % engagement rate</b></p>
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- Website:** The website saw slight increases in sessions, total users, and new users this period. Traffic to the Nonstop Destinations page increased from 14,000 to 23,000 views (up 64%) compared to last period due to the refreshed campaign and increased advertising spend.

## Website Overview

Sessions	Total Users	New Users
84,274	57,792	55,319
↑ 3% P/P	↑ 5% P/P	↑ 6% P/P
2019	2019	2019
84,750	55,769	50,534
Engagement Rate	Avg. Session Duration	Page Views
48.9%	02:26	126.9K
↓ -3% P/P	↓ -14% P/P	↓ -4% P/P
2019 Bounce Rate	2019	2019
61.3%	01:54	156.7K

Sessions by Channel



- Newsletter:** The May newsletter primarily featured the announcement of the Ground Transportation Center infrastructure investment. Readers were highly engaged with this topic and over 500 readers clicked through to view the press release. Additional highlights included the Best Bites and Brands of Reno-Tahoe campaign and the RTAA Police Department CALEA certification. The newsletter open rate for May (51%) remained steady with the previous month (reminder that the benchmark open rate is 38%).

## Media and Public Outreach

The team supported Stellar Aviation by inviting the media to an event celebrating the grand opening of their new facility. The team also advertised a sweepstakes with several radio stations, bringing awareness to the new flight to Atlanta, offering a chance to win a vacation package. Other local media stations were invited to the Atlanta vacation package giveaway event at RNO, which included a live radio station remote and in-person entries. Additionally, the team participated in media interviews on Memorial Day travel, returning summer routes, RNO's K-9 Program and staffed the *IndyTalks* event, with the Nevada Independent, where President/CEO Daren Griffin discussed economic development at RNO.

## Government Affairs

Long term FAA Reauthorization was passed and signed by President Biden just one day ahead of the May 10 expiration. This piece of legislation modernizes and extends FAA authorization through September 30, 2028. The final legislation included several key provisions that will positively benefit the RTAA including some fiscal smoothing language for airports like ours that may bounce between hub status size. All three members of our federal delegation were actively engaged with staff and supported important provisions and took direction from us throughout the process. AAAE Federal Affairs Team and the ACI-NA Legislative teams also worked tirelessly for many years on this legislation working hard to ensure airports were accommodated.

Senator Cortez Masto hosted a press conference inside the terminal at RNO to celebrate the passage of FAA Reauthorization, including an important provision she championed that will set up a \$20 million fund that airports and transit hubs nationally can access to fund human trafficking prevention efforts like those we have here at RNO. These programs include public awareness campaigns and staff training that may be modeled on efforts in Nevada but be expanded nationally.

Government Affairs staff attended the FAA Western Region Conference in Los Angeles to ensure we are maximizing relationships with key FAA leadership in pursuit of federal funds available through their budget to support the RTAA.

June 11<sup>th</sup> marked Primary Election Day in Nevada and staff is actively monitoring the results of that election and conducting outreach to those candidates moving on at the federal, state and local level to ensure partnership and awareness of RTAA issues.

**Art**

Currently on display in the depARTures gallery is the 16<sup>th</sup> Annual Employee Art Show. The RTAA hosted an awards reception on June 5<sup>th</sup> of over 100 RNO employees and their families to celebrate the airport’s artist community. Special appreciation goes to the National Arts Program for sponsoring the Show each year. Coming up in August is the much-anticipated Burning Man exhibition.

Artown 2024 is fast approaching, and the airport is proud to host three performances in July.



**JULY 12** India Arts and Cultural Center **6-7PM**

**JULY 17** High Desert Harmony **6:30-7PM**

**JULY 18** The Note-Ables **12:45-1:30PM**

@RenoAirport #ArtsAtTheAirportRNO

# Board Memorandum

06/2024-26

**In Preparation for the Regular Board Meeting on June, 13 2024**

**Subject:** President/CEO Recommended Changes to Civil Service Plan and Management Guidelines

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## STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

## BACKGROUND

The purpose of this action is to obtain Board approval and authorization for the President/CEO to make revisions to the Civil Service Plan (CSP) and the companion Management Guidelines.

The CSP was established based on the enabling legislation that created the airport authority. The CSP is intended to ensure the establishment of certain processes, procedures, and benefits that affect CSP employees. For Management, a set of guidelines was created to provide the same type of guidance to ensure all management employees are treated consistently and fairly.

## DISCUSSION

RTAA Executive Staff recommend making changes to the CSP and the companion Management Guidelines to restore their purpose as general guidance (rather than specific policy), to ensure we have certain provisions and protection for our CSP and management team members, while keeping the actual policies and procedures in a document overseen by the President/CEO. This action will allow the organization more flexibility when making changes based on competitive wages pricing, reorganizational changes, and incentives.

Attached are drafts of the CSP and the Management Guidelines (**Exhibits A and B**) depicting the recommended changes to the affected areas of these two documents, and a copy of the proposed Compensation Policy Program (**Exhibit C**) that will be implemented. The action to make changes to the CSP is accomplished by approval of a Board Resolution, while the Management Guidelines may be modified by a routine Board vote.

As part of our Change Management Process to promote better communication and transparency, we have reviewed the proposed Guidelines with an internal team which includes two Trustee representatives (Chair Chaplin and Trustee Jung), and with our CSP and Management team to solicit their concerns and feedback. The resulting draft was presented to the Board on May 23, 2024, for Board questions and comments.

**FISCAL IMPACT**

There is no fiscal impact at this time. Any changes to policy are built into the budget documents to be reviewed and approved by the Board at a later time.

**COMMITTEE COORDINATION**

None.

**RECOMMENDED MOTIONS**

It is hereby recommended that the Board adopt the following motions:

**Motion No. 1**

“It is hereby moved that the Board approve the proposed revisions to the Management Guidelines as follows:

Strike the current language in Sections 16, 17 and 18 of the Management Guidelines and replace it with the following:

**16. Increases to the Salary Ranges for Exempt Positions**

The RTAA is committed to establishing compensation that will attract and retain high performing employees at all levels. The organization has a salary range for each position which is based on a review of current market data that uses internal and external salary data. The President/CEO reviews all salary ranges before the start of the RTAA’s fiscal year and adjusts the ranges for cost-of-living and/or equity adjustments, if applicable, based on market data.

The President/CEO will communicate all such changes to the Board of Trustees during the annual budget process or through administrative memoranda.

**17. Merit Increases**

Management employees are eligible for merit increases as outlined in the RTAA Compensation Policy Program, which outlines details on RTAA compensation programs. Any modifications to this program document will be reviewed with Management employees prior to any changes. If employees have any unresolved concerns after this review, they may put them in writing to the Chief People, Culture, & Equity Officer within 10 calendar days.

**18. Incentive Achievement Program**

An Incentive Achievement Program will be used to reward Management employees for organizational and individual performance.

Annually, the President/CEO will recommend funding of an Incentive Achievement Program for Management employees. If approved for funding by the Board, the criteria for evaluating Management employee achievement for the incentive award will be provided to Management employees within the first three months of the fiscal year. This is done so employees are informed about what types of effort are necessary to receive an incentive award. The criteria used may apply to individual and/or group achievements.

The President/CEO has the sole discretion for determining whether the Incentive Awards will be paid and allows for circumstances such as a fiscal emergency as outlined in Section 13.C. If the President/CEO determines Incentive Awards will be paid, they will be distributed annually after the end of each fiscal year after the final budget numbers have been confirmed.

Please refer to the RTAA Compensation Policy Program for additional details.”

**Motion No. 2**

“It is hereby moved that the Board approve the proposed revisions to the CSP as follows:

Strike the current language in section 8.90 of the Civil Service Plan and replace it with the following per Board Resolution No. 569:

8.90 Schedules of Increases in Pay

- A. The President/CEO makes annual recommendation for increases in the minimum and maximum salaries for classification grades (Range Adjustment).

The RTAA is committed to establishing compensation that will attract and retain high performing employees at all levels. The organization has a salary range for each position which is based on a review of current market data that uses internal and external salary data. The President/CEO reviews all salary ranges before the start of the RTAA’s fiscal year and adjusts the ranges for cost-of-living and/or equity adjustments, if applicable, based on market data.

The President/CEO will communicate all such changes to the Board of Trustees during the annual budget process or through administrative memoranda.

- B. Annual increases for individual employees based on merit and efficiency.

Employees covered exclusively by the CSP are eligible for merit increases as outlined in the RTAA Compensation Policy Program, which outlines details on RTAA compensation programs. Any modifications to this program document will be reviewed with CSP exclusive employees prior to any changes. If employees have any unresolved concerns after this review, they may put them in writing to the Chief People, Culture, & Equity Officer within 10 calendar days.

- C. An Incentive Achievement Program will be used to reward exceptional performance.

1. Annually, the President/CEO will recommend funding of an Incentive Achievement Program for employees covered exclusively under the CSP. If approved for funding by the Board, the criteria for evaluating CSP exclusive employee achievement for the incentive award will be provided to CSP exclusive employees within the first three months of the fiscal year. This is done so employees are informed about what types of effort are necessary to receive an incentive award. The criteria used may apply to individual and/or group achievements.

2. The President/CEO has the sole discretion for determining whether the Incentive Awards will be paid and allows for circumstances such as a fiscal emergency as outlined in Section 8.95. If the President/CEO determines Incentive Awards will be paid, they will be distributed annually after the end of each fiscal year after the final budget numbers have been confirmed.

Please refer to the RTAA Compensation Policy Program for additional details.”

**RESOLUTION NO. 569**

**A RESOLUTION TO AMEND THE RENO-TAHOE AIRPORT AUTHORITY (RTAA) CIVIL SERVICE PLAN DEFINED IN RESOLUTION NO. 517**

**WHEREAS**, the Reno-Tahoe Airport Authority operates under Chapter 474, Statutes of Nevada 1977; and

**WHEREAS**, Section 29 of that Statute states that “the Authority by action of the Board may adopt its own plan of Civil Service to be administered by the Board. . .”;

**WHEREAS**, a previous Civil Service Plan was adopted in Resolution No. 413, and revised in Resolution Nos. 439, 487, 490, 492 and 517;

**NOW, THEREFORE BE IT RESOLVED** by the Board of Trustees of the Reno-Tahoe Airport Authority that Resolution No. 517 and subsequent action by the Board on September, 2020, is hereby rescinded and the attached revised pages of the Civil Service Plan are made part of this Resolution and are hereby adopted.

On motion by Trustee \_\_\_\_\_, seconded by Trustee \_\_\_\_\_, the foregoing Resolution was passed and adopted this 13<sup>th</sup> day of June 2024 by the following vote of the Board:

AYES: \_\_\_\_\_

NAYS: \_\_\_\_\_

ABSENT: \_\_\_\_\_ ABSTAIN: \_\_\_\_\_

\_\_\_\_\_  
Chairwoman Carol Chaplin

ATTEST:

\_\_\_\_\_  
Secretary



# **EXHIBIT A**



**Reno-Tahoe  
Airport Authority**

## **CIVIL SERVICE PLAN**

**Revised ~~September 10, 2020~~ June 13, 2024**

## 8.90 Schedules of Increases in Pay

A. The President/CEO makes annual recommendation for increases in the minimum and maximum salaries for classification grades (Range Adjustment).

- ~~1) During the budgetary process, the President/CEO will annually submit his/her recommendations for overall classification range adjustments for those ranges that affect regular full and part-time employees not covered by CBA's. These recommended range adjustments (a) reflect changes in the state and local government inflation index, (b) reflect changes in market conditions for recruitment and retention of highly qualified employees, and/or (c) make remuneration among various employee groups equitable. Although any increase in the specific ranges, all ranges, or individuals within ranges is subject to the availability of funds, these range increase recommendations are given extra weight in order to keep RTAA salary levels competitive for recruitment and retention purposes. The Board of Trustees will approve, amend, or disapprove the President/CEO's recommendations.~~

The RTAA is committed to establishing compensation that will attract and retain high performing employees at all levels. The organization has a salary range for each position which is based on a review of current market data that uses internal and external salary data. The President/CEO reviews all salary ranges before the start of the RTAA's fiscal year and adjusts the ranges for cost-of-living and/or equity adjustments, if applicable, based on market data.

The President/CEO will communicate all such changes to the Board of Trustees during the annual budget process or through administrative memoranda.

B. Annual increases for individual employees based on merit and efficiency.

Employees covered exclusively by the CSP are eligible for merit increases as outlined in the RTAA Compensation Policy Program, which outlines details on RTAA compensation programs. Any modifications to this program document will be reviewed with CSP exclusive employees prior to any changes. If employees have any unresolved concerns after this review, they may put them in writing to the Chief People, Culture, & Equity Officer within 10 calendar days.

- ~~1) An annual performance evaluation is required for all employees covered exclusively by the CSP who have completed their initial probationary period.~~

- a. ~~Employee performance evaluations are conducted for all employees by their immediate supervisor (and others as appropriate) to provide feedback on performance and to establish a basis for recommending salary increases or decreases. Performance evaluations must be conducted at three (3) months, six (6) months and, before the end of the initial probationary period and then annually thereafter. All employees who have completed the initial probationary period shall receive a performance evaluation by August 31st of each year for the previous fiscal year.~~
  - b. ~~The performance period for all employees covered exclusively by the CSP who have completed their initial probationary period is the fiscal year.~~
  - c. ~~Regular employees exclusively covered under the CSP will receive one of five summary ratings: High Performer, Valued Performer, Contributor, Needs Improvement, and Unacceptable. After the end of the performance rating period, the supervisor will arrive at a tentative rating that is will be reviewed by the second level supervisor before a final rating is communicated to the employee. After the evaluation is delivered to the employee all three persons, the supervisor, the second level supervisor, and the employee, will sign the evaluation that is then forwarded to the Human Resources department. This process should be completed by August 31 of each year.~~
- 2) ~~Supervisors are required to direct correction of employee performance deficiencies; and there are significant consequences for an employee who fails to improve performance in a specified period.~~
    - a. ~~If the first or second level supervisor finds that the employee is failing to meet the specified, job related standards ("Contributor" level) at any time during the performance year, the first level supervisor will direct, in writing, the corrective action the employee must take to bring his/her performance up to the Contributor level within 90 days. Failure of an employee to bring his/her performance up to the Contributor level on any or all critical job elements within 90 days may result in the employee's termination.~~
  - 3) ~~Employee has the right to appeal a decision that his/her performance fails to meet standards.~~
    - a. ~~If the employee disagrees with an interim or end-of performance year evaluation by the supervisor(s) that s/he fails to meet standards, the employee may request a re-evaluation. The employee must request a re-evaluation, in writing, within seven calendar days of signing or~~

~~receiving the performance evaluation. The employee sends such a request to the Director of Human Resources through his/her supervisor. A committee composed of the employee's second line supervisor, a representative of the employee's choosing who is currently an employee covered exclusively by the CSP, and a representative (the chairperson of the committee) selected by the Office of the President/CEO will conduct a re-evaluation of the Unacceptable rating within fifteen (15) work days of receipt of the request for re-evaluation by the Director of Human Resources. The committee's decision will be transmitted to the Director of Human Resources by the appointed chair of the committee. That decision is final and is not subject to further appeal. The employee will be informed by the Director of Human Resources of the results of the committee re-evaluation within seven (7) calendar days of receipt of the committee's decision. If the committee "re-evaluates" the employee as having met the "Contributor" standard then the merit increase will become effective on the appropriate date — the beginning of the fiscal year or the date the committee makes its determination, depending on the circumstances.~~

~~4) The amount of annual increase is tied to employee performance and the financial condition/performance of the RTAA.~~

~~a. MERIT INCREASE: A regular employee exclusively covered by the CSP is eligible for a merit increase of 3% if s/he receives a Contributor rating, an increase of 4% for a Valued Performer rating, and an increase of 5% for a High Performer rating for the annual performance rating period (July 1 through June 30).~~

~~An employee who does not achieve at least a Contributor rating on his/her evaluation at the annual evaluation period is not eligible for any increase until s/he has improved his/her performance to at least the Contributor level as certified by the first and second level supervisors. On the date of certification by the first and second level supervisors, the employee may be eligible to receive a 3% increase if such an increase is recommended by the evaluating officials.~~

~~If an individual performance merit increase is warranted, the base salary of the eligible employee will be adjusted by the appropriate percentage increase, effective the first of July in the subsequent fiscal year.~~

~~If an employee has not been in service in a position covered exclusively under the CSP for the full 12 months of the previous fiscal year, the employee's earned annual merit percentage increase will be prorated based on the actual amount of service time in the~~

~~previous fiscal year. However, employees with less than 90 days of service in a position covered exclusively under the CSP by July 1st will not be eligible for an individual merit percentage increase until the subsequent July 1<sup>st</sup> and this merit increase will only be based on service time in the preceding fiscal year. Should the annual merit increase cause an employee's pay to exceed the maximum wage in the range, the employee will be paid the amount exceeding the maximum wage in a single lump sum payment that is not subject to PERS contribution.~~

- ~~b. **GAINSHARE:** A regular employee exclusively covered by the CSP may also be eligible for an additional 0.5%–3% increase in his/her base salary on July 1 of a fiscal year if the fiscal performance for the RTAA during the preceding 36 month period is such that gains in the revenue and landed weights support such an increase. Increases or decreases in landed weights (30%), concession revenues (35%), and parking revenues (35%) in each of the previous three, fiscal years are weighted to create an annual index. The three previous years' annual indices are then summed and divided by three to arrive at an average annual increase or decrease in all three factors over a rolling three-year time period. The Chief Financial Officer (or his/her designee) will develop the index based on the final fiscal year-end information for each factor. Final fiscal year-end information is audited and usually available by October of the next fiscal year. The data for the index will be the same as that used for administering agreements with the airlines.~~
- ~~c. If, as of July 1 of a given fiscal year, the previous three-year rolling average of the weighted index for the changes in actual landed weights, concession revenues, and parking revenues to the RTAA exceeds certain levels, employees who have been evaluated as at least a Contributor will be able to share in this "gain" according to a schedule listed in Section D below. If there is no gain, employees will receive no "gain" share increase.~~
- ~~d. The three-year rolling average index must meet the following values for employees to receive a "growth" or "gain" share increase.~~
- ~~• If the rolling index is less than 1.0200, there is no increase.~~
  - ~~• If the rolling index is between 1.0200 and 1.0300, there is a 0.5% increase.~~
  - ~~• If the rolling index is greater than 1.0300 but less than 1.0500, there is a 1% increase.~~
  - ~~• If the rolling index is equal to 1.0500 but less than 1.0900, there is a 2% increase.~~

- ~~If the rolling index is equal to 1.0900 or greater, the increase is 3%.~~
  - e. ~~A "gain" share increase will be applied after completion of the annual audit referenced in paragraph #2 above. The gain share will be applied retroactively to the employee's existing base salary as of June 30 of the preceding fiscal year. If an employee has not been in service in a position covered exclusively under the CSP for the full 12 months of the previous fiscal year, the "gain" share increase will not be granted. Should the "gain" share increase cause an employee's pay to exceed the maximum wage in the range, the employee will be paid the amount exceeding the maximum wage in a single lump sum payment that is not subject to PERS contribution.~~
- 5) ~~The President/CEO will annually review the need for changes in the individual performance merit increase percentages and "gain" share formula and percentages.~~
- a. ~~Annually, as part of the budget process, the President/CEO may recommend changes to the percentages, formulas, indices, or factors used to reward employees for individual performance and RTAA financial performance.~~
- 62) An Incentive Achievement Program will be used to reward exceptional performance.
- a. Annually, if funded, the President/CEO will implement recommend funding of an Incentive Achievement Program for regular, classified employees covered exclusively under the CSP. If approved for funding by the Board, the criteria for evaluating CSP exclusive employee achievement for an the incentive award will be provided to affected CSP exclusive employees within the first three months of the fiscal year. This is done so that employees are informed about what types of effort are necessary to receive such an incentive award. The criteria used may apply to individual and/or group exceptional achievements.
  - b. The President/CEO has the sole discretion for determining whether the Incentive Awards will be paid and allows for circumstances such as a fiscal emergency as outlined in Section 8.95. If the President/CEO determines Incentive Awards will be paid, they will be distributed annually after the end of each fiscal year after the final budget numbers have been confirmed.

Please refer to the RTAA Compensation Policy Program for additional details.





# **EXHIBIT B**



## **MANAGEMENT GUIDELINES**

**Revised ~~September 10, 2020~~ June 13, 2024**

## 16. Increases to the Salary Ranges for Exempt Positions

~~During the budgetary process, the President/CEO will annually submit his/her recommendations for overall classification range adjustments for employees covered by these Guidelines to (a) reflect changes in the State and Local government inflation index, (b) reflect changes in market conditions for employees, or (c) make remuneration among various employee groups equitable. Although any increase in the specific ranges, all ranges, or individuals within ranges is subject to the availability of funds, these range increase recommendations will be given extra weight in order to keep RTAA salary levels competitive for recruitment and retention purposes. The Board of Trustees will approve, amend, or disapprove the President/CEO's recommendations.~~

The RTAA is committed to establishing compensation that will attract and retain high performing employees at all levels. The organization has a salary range for each position which is based on a review of current market data that uses internal and external salary data. The President/CEO reviews all salary ranges before the start of the RTAA's fiscal year and adjusts the ranges for cost-of-living and/or equity adjustments, if applicable, based on market data.

The President/CEO will communicate all such changes to the Board of Trustees during the annual budget process or through administrative memoranda.

## 17. Merit Increases

Management employees are eligible for merit increases as outlined in the RTAA Compensation Policy Program, which outlines details on RTAA compensation programs. Any modifications to this program document will be reviewed with Management employees prior to any changes. If employees have any unresolved concerns after this review, they may put them in writing to the Chief People, Culture, & Equity Officer within 10 calendar days.

### A. Annual Evaluation of Regular Exempt Employees at Same Time for Same Period

- ~~1) Each part-time and full-time exempt employee will have his/her performance rated by his/her immediate supervisor and one other supervisor above the 1st level supervisor (unless the first level supervisor is the President/CEO) between August 1 and August 31 of each year for the previous fiscal year.~~
- ~~2) The performance period for all exempt employees is the fiscal year. An exempt employee's supervisor may develop and discuss quality and quantity standards for each essential job task in the subordinate's position description. If a supervisor chooses to develop these standards, s/he will normally discuss them with the subordinate near the beginning of a~~

~~performance period when possible. However, a supervisor may change the criteria as necessary throughout the performance year.~~

- ~~3) When giving an annual performance rating, the first line supervisor gives a tentative rating that is reviewed by the second level supervisor before the rating is communicated to the employee. All three persons, supervisor, second level supervisor, and employee, sign the evaluation that is then forwarded to the Human Resource department. This process should be completed by August 31 of each year beginning.~~

~~B. Annual Increases for Regular, Exempt Employees are Tied to Employee Performance and the Financial Condition and Activity Level at the RTAA~~

- ~~1) MERIT INCREASE: An employee exclusively covered by these Management Guidelines is eligible for a merit increase of 3% if s/he receives a Contributor evaluation; an increase of 4% for a Valued Performer evaluation, and an increase of 5% for a High Performer evaluation for the annual performance rating period (July 1 through June 30). Should the annual merit cause an employee's pay to exceed the maximum wage in the range, the employee will be paid the amount exceeding the maximum wage in a single lump sum payment that is not subject to PERS contribution.~~

~~An employee who does not achieve a Contributor evaluation at the annual evaluation period is not eligible for any increase until s/he has improved his/her performance to the Contributor level as certified by the first and second level supervisors. On the date of certification by the first and second level supervisors, the employee may be eligible to receive a 3% increase if such an increase is recommended by the evaluating officials.~~

~~If an employee has not been in service for the full 12 months of the previous fiscal year, the employee's earned annual merit percentage increase will be prorated based on the actual amount of service time in the previous fiscal year. However, employees with less than 90 days of service by July 1, will not be eligible for an individual merit percentage increase until the subsequent July 1<sup>st</sup> and this merit increase will only be based on service time in the preceding fiscal year.~~

- ~~2) GAINSARE: A regular exempt employee may also be eligible for an additional 0.5% – 3% increase in his/her base salary on July 1 of a fiscal year if the fiscal performance for the RTAA during the preceding 36 month period, is such that gains in the revenue and landed weights support an increase. Increases or decreases in landed weights (30%), concession revenues (35%), and parking revenues (35%) in each of the previous three, fiscal years are weighted to create an annual index. The three previous years' annual indices are then summed and divided by three to~~

~~arrive at an average annual increase or decrease in all three factors over a rolling three-year time period. The Chief Financial Officer (or his/her designee) will develop the index based on the final fiscal year-end information for each factor. Final fiscal year-end information is audited and usually available by October of the next fiscal year. The data for the index will be the same as that used for administering agreements with the airlines.~~

~~If, as of July 1 of a given fiscal year, the previous three-year rolling average of the weighted index for the changes in actual landed weights, concession revenues, and parking revenues to the RTAA exceeds certain levels, employees who have been evaluated as, at least, a Contributor will be eligible to share in this "gain" according to the schedule listed in Section 4 below. If there is no gain, employees will receive no "gain" share increase.~~

~~The three-year rolling average index must meet the following values for employees to receive a "growth" or "gain" share increase.~~

- ~~• If the rolling index is less than 1.0200, there is no increase.~~
- ~~• If the rolling index is between 1.0200 and 1.0300, there is a 0.5% increase.~~
- ~~• If the rolling index is greater than 1.0300 but less than 1.0500, there is a 1% increase.~~
- ~~• If the rolling index is equal to 1.0500 but less than 1.0900, there is a 2% increase.~~
- ~~• If the rolling index is equal to 1.0900 or greater, the increase is 3%.~~

~~A "gain" share increase will only be applied after completion of the annual audit referenced in paragraph #2 above. The gain share will then be applied retroactively to the employee's existing base salary as of June 30<sup>th</sup> of the preceding fiscal year. If an employee has not been in service for the full 12 months of the previous fiscal year, the "gain" share increase (if any) will not be granted. Should the "gain" share increase cause an employee's pay to exceed the maximum wage in the range, the employee will be paid the amount exceeding the maximum wage in a single lump sum payment that is not subject to PERS contribution.~~

## **18. Bonuses and Incentives Achievement Program**

An Incentive Achievement Program will be used to reward Management employees for organizational and individual performance.

Annually, if funded, the President/CEO will implement recommend funding of an Incentive Achievement Program for exempt Management employees covered exclusively under these Management Guidelines. If approved for funding by the

Board, the criteria for evaluating Management employee achievement for an the incentive award will be provided to ~~affected~~ Management employees within the first three months of the fiscal year. This is done so that employees are informed about what types of effort are necessary to receive ~~such~~ an incentive award. The criteria used may apply to individual and/or group ~~exceptional~~ achievements.

The President/CEO has the sole discretion for determining whether the Incentive Awards will be paid and allows for circumstances such as a fiscal emergency as outlined in Section 13.C. If the President/CEO determines Incentive Awards will be paid, they will be distributed annually after the end of each fiscal year after the final budget numbers have been confirmed.

Please refer to the RTAA Compensation Policy Program for additional details.

# EXHIBIT C

## **Compensation Policy Program CSP Exclusive & Management Effective 7/1/2024**

**Summary:** The RTAA is committed to establishing compensation that will attract and retain high performing employees at all levels. The organization has a salary range for each position which is based on a review of current market data that uses internal and external salary data. The salary bands ranges from the 25<sup>th</sup> to the 75<sup>th</sup> percentile for similar jobs in similar organizations. The 25<sup>th</sup> percentile is the lower end of the range, the 50<sup>th</sup> percentile is the midpoint and considered the “market” rate and the 75<sup>th</sup> percentile is near the maximum of the range. In general, we hire near the 25<sup>th</sup> percentile for employees new to their role and 50<sup>th</sup> to the 75<sup>th</sup> percentile for employees with more experience inside and outside the organization. The President/CEO reviews all salary bands before the start of the RTAA’s fiscal year and adjusts the bands for Cost-of-Living and/or Equity Adjustments, if applicable, based on market data.

The compensation policy program authorizes the President/CEO to adjust salary ranges for an employee if there has been a change in responsibility that has not already been accounted for in the employee’s salary.

The compensation policy program authorizes the President/CEO a great amount of flexibility in determining compensation changes. The President/CEO has authorized the Chief People, Culture, & Equity Officer to develop a policy and procedures for fair and equitable handling of compensation for CSP exclusive and Management employees.

### **Process for Annual Merit Review:**

- 1) The performance period for all employees is the fiscal year. An employee’s supervisor may develop and discuss quality and quantity standards for each essential job task in the subordinate’s position description. If a supervisor chooses to develop these standards, they will normally discuss them with the subordinate near the beginning of a performance period when possible. However, a supervisor may change the criteria as necessary throughout the performance year.
- 2) Each part-time and full-time employee will have their performance evaluated by their immediate supervisor and the second level supervisor (unless the first level supervisor is the President/CEO) between July 1 and August 1 of each year for the previous fiscal year.
- 3) When giving an annual performance rating, the first line supervisor gives a tentative rating that is reviewed by the second level supervisor before the rating is communicated to the employee. All three people, supervisor, second level supervisor,



and employee, sign the evaluation that is then forwarded to the People Operations department. This process should be completed by August 1 of each year.

- 4) Annual Increases for employees are tied to employee's performance and the financial condition and activity level at the RTAA and may be reviewed and/or updated annually.
  - a. An employee is eligible for a merit increase of 2.5 to 3.5% if they receive a Successful evaluation; an increase of 3.5 to 5% for a Highly Successful evaluation, and an increase of 5 to 6.5% for an Exceptional evaluation for the annual performance rating period (July 1 through June 30). Should the annual merit cause an employee's pay to exceed the maximum wage in the range, the employee will be paid the amount exceeding the maximum wage in a single lump sum payment that is not subject to PERS contribution.
  - b. An employee who falls below successful in their performance evaluation will be given 90 calendar days to improve their performance based on improvement guidelines as discussed/provided by their supervisor. At the end of the 90 calendar days, the employee and their supervisor will meet to discuss the employee's progress. If the employee has improved their performance to at least Successful, the employee will be eligible to receive the applicable increase effective on the first day of the pay period after the 90-day performance period. If the employee fails to improve their performance rating to at least Successful at the conclusion of the 90-day performance period, disciplinary action may be taken up to and including termination.
  - c. If an employee who falls below Successful in their performance evaluation disagrees with their rating, they may request a re-evaluation. The employee must submit this request in writing within seven calendar days of signing or receiving the performance evaluation to the Chief People, Culture, and Equity Officer, through their supervisor. A committee composed of the employee's second line supervisor, a representative of the employee's choosing who is currently an employee covered exclusively by the CSP or the Management Guidelines, and the Chief People, Culture, and Equity Officer or their designee (who will act as the chairperson of the committee), will conduct a re-evaluation of the below Successful rating within fifteen (15) workdays of receipt of the request for re-evaluation. The committee's decision is final and is not subject to further appeal. The employee will be informed of the decision by the Chief People, Culture, and Equity Officer or their designee within seven (7) calendar days of the committee's decision. If the committee "re-evaluates" the employee as Successful, then the employee's merit increase will become effective either the beginning of the fiscal year or the date of the committee determination, depending on the circumstances.

**Process for Salary Grade Adjustments:**

People Operations will conduct an analysis and review annual salary survey data for CSP exclusive and Management level positions and may make recommendations to salary grades based on the findings of this analysis.

**Process for Department Reorganizations:**

If a department is conducting a review of organizational changes in partnership with the People Business Partner, People Operations will go through the formal process to assess new positions and any major changes in duties and responsibilities to ensure each position is given a pay grade to ensure they are compensated fairly and equitably.

Any department changes resulting in the reorganization of a department requires President/CEO approval.

**Process for Individual Position Requests:**

The Chief People, Culture, & Equity Officer has been given the authority by the President/CEO to have final authority on compensation issues. Any individual request for a compensation review must go through the following process.

- 1) Once Department Chief approval is obtained, a Position Salary Review Request Form must be completed and forwarded to People Operations.
  - a. Form includes the following: current job duty details, new draft job description outlining differences, and a summary of why the department is asking for the review.
- 2) Request will be reviewed by Chief People, Culture, & Equity Officer
- 3) If determined there is enough change in the scope of the job to move forward, the job description will be finalized with People Operations.
- 4) Finally, a compensation analysis will be performed using both internal and external data sources. A report with supporting data will be provided to the Supervisor and Department Chief advising of a decrease, no change indicated, or an increase.
- 5) Obtain final approval from the Chief People, Culture, & Equity Officer using the processes outlined in this policy program.

**Incentive Achievement Program:**

An Incentive Achievement Program will be used to reward employees for organizational and individual performance.

Annually, the President/CEO will recommend funding of an Incentive Achievement Program for employees. If approved for funding by the Board, the criteria for evaluating employee achievement for the incentive award will be provided to employees within the first three months of the fiscal year. This is done so employees are informed about what types of

effort are necessary to receive an incentive award. The criteria used may apply to individual and/or group achievements.

The President/CEO will have the sole discretion of determining whether the Incentive Awards will be paid. If the President/CEO determines Incentive Awards will be paid, they will be distributed annually after the end of each fiscal year after the final budget numbers have been confirmed. Basic components of the incentive plan will include an opportunity to achieve a lump sum payout of up to 10%. Metrics will be used to determine the dollar amount to be awarded. Enterprise metrics such as meeting or exceeding our budget forecast, enplaned passengers, key project milestones accomplished, and People oriented metrics such as culture survey results may be used. Individual metrics such as performance ratings and goal accomplishments may also be used.

Discretionary Awards: The President CEO may budget 1% of Management & CSP wages towards providing a discretionary award for Exceptional Performance. The funding eligibility stated below will apply. The President/CEO will work with the Chief People Officer on developing a methodology for any discretionary award. The frequency, amount, terms and conditions of any discretionary award shall be left to the exclusive discretion of the President/CEO in consultation with the Board Chair.

**Incentive Funding Methodology Example**

Funding Source: Positive Net Operating Revenue vs Budget >2%	Yes= Funding	No= No Funding	
Metric:	Incentive Weight	Achieved?	Awarded %
Net Operating Revenues vs, Budget > 2%	50%	YES	50%
Net Operating Revenues vs Budget > 5%	15%	YES	15%
Enplaned Passengers > Forecast	15%	YES	15%
MoreRNO Milestone Dates Achieved	10%	YES	10%
Improve Organization Culture Survey Results	10%	YES	10%

**EXAMPLE of a Payout with 100% and 75% Achievement levels\*: Example assumes a 6% of annual CSP and Management payroll recommended funding level.**

<u>100% Achieved per Metric</u>	<u>75% Achieved per Metric</u>
6%	4.5%

\*The amount of the incentive award will be based on a percentage for all eligible participants. Individual employees’ annual performance ratings will also be factored into the incentive award. Employees must be in good standing and not on a performance improvement plan to receive a payout.

**Meaning of Discretion:** Any payment of an incentive award (including determining the amount of such payment) is at the absolute discretion of the President/CEO. Factors such as economic indicators, natural disasters, operational changes, and acts of God can determine a reason for the incentive to be paid, eliminated, or reduced.

**Eligibility:** For both annual merit review and the incentive achievement program, if an employee has not been in a position covered exclusively by the CSP or Management Guidelines for the full 12 months of the performance period, the employee's earned annual merit percentage increase and/or incentive achievement award will be prorated based on the actual amount of service time in a position covered exclusively by the CSP or Management Guidelines. However, employees in a position covered exclusively by the CSP or Management Guidelines after April 1<sup>st</sup> of the performance year, will not be eligible for an individual merit percentage increase and/or incentive achievement award until the subsequent July 1st and this merit increase will only be based on service time in the preceding fiscal year.

The Board of Trustees has the sole discretion to allow a merit increase and/or an incentive award to the President/CEO based on the current employment agreement, therefore, the President/CEO is exempt from this policy.

# Board Memorandum

06/2024-27

## In Preparation for the Regular Board Meeting on June 13, 2024

**Subject:** Authorization for the President/CEO to execute an amendment to the professional services agreement for Construction Management Services for the Taxiway B Reconstruction and General Aviation Run-Up Area project at Reno-Tahoe International Airport with Construction Materials Engineering Inc. in the amount of \$102,580.00

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### STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

### BACKGROUND

In order to implement the construction of capital projects, the RTAA has CME on an on-call list to perform Construction Management (CM) services. These services augment RTAA staffing for specialized technical services and seasonal construction periods. CM services are industry standards and are required by FAA regulations to ensure proper administration, inspection, and quality assurance for federally funded construction projects which this project qualifies under.

The CM services include, but are not limited to, program administration, project management, client coordination, agency coordination, pre-construction services, design review, cost estimates, project controls (cost and schedule), bid evaluation, contract administration, construction management, owner's representation, construction inspection, materials testing, survey controls, quality assurance, certified payroll compliance, and other related tasks.

### DISCUSSION

The services and corresponding fee negotiations for this project is based on the duration of construction and the scope listed for the design of this project. The services consist of owner's representation, construction management, project administration, quality assurance, construction inspection, materials testing, contract administration, tenant coordination, Disadvantaged Business Enterprise (DBE) compliance certified payroll, and apprenticeship conformance reviews.

The project was originally contracted to have both the GA Runup and Taxiway B constructed simultaneously, but during the construction kick-off it was decided to separate the project into two phases. The GA Runup portion of the project needed to be completed before the new Stellar campus was opened and was completed first. Taxiway B was postponed to spring and better weather conditions to ensure a more concise runway 8/26 and taxiway B shutdown. Dividing the project into two phases and not performing work simultaneously, additional workdays are required for construction management of the project.

**FISCAL IMPACT**

The Construction is funded by a FAA AIP grant in the amount of \$8,149,937. The local share will be \$624,829 with a total available AIP budget of \$8,774,766.

Granite has incurred four days of liquidated damages and has estimated an extra 21 more days of work needed to finish the project for a total of 25 days of liquidated damages.

Additionally, FAA AIP grants allow for a 15% contingency allowance on AIP funding. The FAA is aware this project was underfunded but instructed the RTAA to utilize this allowance to cover the difference.

**Table 1 – Fiscal Impact**

	<b>Construction</b>	<b>Construction Management</b>	<b>Other Direct Costs and Reserve</b>	<b>Estimate at Completion</b>
Original Budget	\$8,767,767	\$397,155	\$328,839	\$9,493,761
<b>CME Amendment</b>		<b>\$102,580</b>		<b>\$102,580</b>
Revised Budget	\$8,767,767	<b>\$499,735</b>	\$328,839	<b>\$9,596,341</b>

**Table 2 – Budget**

<b>Budget</b>	
FAA AIP Grant	\$8,149,937
RTAA Grant Portion	\$624,829
Estimated Liquidated Damages (25 days)	\$125,000
FAA AIP Allowance	\$1,222,490
<b>Total Budget</b>	<b>\$10,122,256</b>

**COMMITTEE COORDINATION**

Planning and Construction Committee

**PROPOSED MOTION**

“It is hereby moved that the Board authorizes the President/CEO to execute an amendment to the Professional Service Agreement for Construction Management Services for the Taxiway B Reconstruction and General Aviation Run-Up Area project at Reno-Tahoe International Airport with Construction Materials Engineering Inc., in the amount of \$102,580.00.”

# Board Memorandum

06/2024-28

## In Preparation for the Regular Board Meeting on June 13, 2024

**Subject:** Approval of submittal of Trustee names to the Reno-Sparks Convention and Visitors Authority (RSCVA) for possible appointment to fill the Air Service Representative seat for a two-year term (July 2024 to July 2026)

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### STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

### BACKGROUND

Pursuant to NRS244A.601, as amended, the RSCVA is governed by a nine-member Board of Directors representing: gaming establishments, tourism or other commercial interests or the resort hotel business, air service, other business or commercial interests, cities of Sparks and Reno, and Washoe County. The Reno-Tahoe Airport Authority Board nominates members for RSCVA's consideration as the air service representative on the RSCVA Board. The RSCVA has requested that at least two names be forwarded for consideration. Each appointment to the RSCVA is allowed to serve two two-year terms.

The purpose of this action is to approve the submittal of Trustee names to the Reno-Sparks Convention and Visitors Authority (RSCVA) Board for possible appointment to fill the Air Service representative seat for a two-year term (July 2024 to July 2026). Trustees for consideration are Shaun Carey and Richard Jay.

### FISCAL IMPACT

None

### PROPOSED MOTION

“Move to approve that the names of Trustees Shaun Carey and Richard Jay be submitted to the Reno-Sparks Convention and Visitors Authority (RSCVA) Board for consideration to fill the Air Service Representative seat for a two-year term (July 2024 to July 2026).”



# Board Memorandum

06/2024-29

**In Preparation for the Regular Board Meeting on June 13, 2024**

**Subject:** Approval of the fiscal year 2024-25 Reno-Tahoe Airport Authority Board of Trustees regular meeting calendar

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## STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

## DISCUSSION

The proposed calendar for FY 2024-2025 outlines the Chair's proposed dates for Committee and Board meetings subject to Board approval.

Per RTAA Bylaw 9341 of the Board of Trustees, the Board shall meet monthly as determined by the Chair, with the approval of a quorum of the Board. The monthly Board meetings shall be on the second Thursday of each month unless such meeting date conflicts with a holiday as set forth in NRS 236.015, or such other conflict as the Chair may determine, with the approval of a quorum of the Board.

Please note the following exception to the RTAA Bylaws: Per NRS 354.596 (4.) and pursuant to Assembly Bill No. 19 of the 2015 Legislative Session, the public hearing of the tentative budget must be held not sooner than the third Monday in May and not later than the last day in May.

## FISCAL IMPACT

None

## COMMITTEE COORDINATION

None

## PROPOSED MOTION

“Move to approve the Fiscal Year 2024-2025 Reno-Tahoe Airport Authority Board of Trustees regular meeting calendar.”

# 2024-25

## BOARD MEETING CALENDAR

- COMMITTEE MEETINGS
- BOARD MEETINGS
- HOLIDAYS

\* Not a normally scheduled date

JULY 2024						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AUGUST 2024						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER 2024						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OCTOBER 2024						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER 2024						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER 2024						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JANUARY 2025						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY 2025						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH 2025						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL 2025						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY 2025						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE 2025						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

# Board Memorandum

05/2024-30

## In Preparation for the Regular Board Meeting on June 13, 2024

**Subject:** Authorization for the President/CEO to execute an Amendment No. 1, to the Professional Services Agreement, for design services for 30 to 100% for the HQ Project at Reno-Tahoe International Airport, with RS&H Company, in an amount of \$5,636,054

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### STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

### BACKGROUND

The intent of The HQ project is to provide a multi-use facility to house Airport Police and Airport Administrative Offices. Airport Police presently occupies the lower level of Concourse B, which will be demolished when the new Concourse A is completed. The airport Administrative Offices presently occupy the second floor of the main terminal. The HQ Project brings all administrative and police functions into a single facility purposely designed for the specific functions, providing for better collaboration, efficient use of shared common spaces, better police response time to landside and airside, without ramp aircraft hindering vehicle movements, and is intended to accommodate a 20-year employment growth/expansion capability. The present administration and police spaces do not have any expansion ability and have extremely limited collaborative spaces.

In May 2023 a two-phase RTAA Administration Workspace Study was completed with the goal of identifying an RTAA staff-preferred and Board of Trustees-supported alternative for design.

Currently, the preliminary all-in cost for the project (including design, construction, executive program management services, relocation costs, furniture, fixture and equipment, etc.) exceeds RTAA's allowable expenditures. The RTAA and the EPM anticipate working with the Architect and the CMAR during the initial stages of the Project to further develop and value engineer the effort to a more reasonable and affordable project. In negotiating the scope and fee with RS&H Company, staff have given RS&H a target construction budget of \$50 million.

The selection process was as follows:

- Request for Proposals (RFP) was released July 13, 2023.
- Proposals were due August 16, 2023. RTAA received 4 proposals from qualified firms.
- Proposals were reviewed by the selection committee on August 25, 2023. Three firms were shortlisted for interview: H+K Architects, Van Woert Bigotti, and RS&H.
- Interviews were conducted on September 18, 2023.
- The selection committee consisted of 3 RTAA employees, Executive Program Manager, and 1 Board of Trustees member, with input from 4 Subject Matter Experts.

- RS&H was unanimously selected as the most responsive and best qualified firm.

Once RS&H received their notice to proceed in November 2023, the team immediately began validating the basis of design report by interviewing the individual departments that were to occupy the new HQ. During the validation process, the future 20-year staffing and space requirements of the departments were reviewed and adjusted. RS&H validated the basis of design report and initiated revisions, which included integrating with the future Central Utility Plant.

With Clark Sullivan joining the team in January as the CMAR, a value engineering session was conducted to reduce costs and bring the project closer to the desired \$50 million budget for hard construction costs. An updated basis of design report reflecting these changes was submitted to the RTAA on March 28, 2024. Subsequently, on April 29, 2024, 30% design documents were provided, incorporating the outcomes of the value engineering session and the revised staffing requirements. The updated design successfully accommodates all program requests and 20-year staffing projections.

**DISCUSSION**

This amendment to the Professional Services Agreement is to develop the design from 30 to 100% for the Airport Police station and Administrative Office space – The HQ Project. RS&H completed 30% design at the end of April 2024, with estimated hard construction costs of \$60 million.

**Table 1 – Design Services Fee Breakdown**

<b>Task</b>	<b>Amount</b>	<b>Firm</b>
Design 0-30%	\$1,784,664	RS&H
<b>Design 30-100%</b>	<b>\$5,636,054</b>	<b>RS&amp;H</b>
Pre-Construction Services 0-30%	\$38,100	Clark/Sullivan
Pre-Construction Services 30-100%	\$81,400	Clark/Sullivan
Construction Administration*	TBD	RS&H
<b>Total</b>	<b>\$7,540,218</b>	

\*Construction Administration (CA) and closeout are not included in this design fee and will be procured separately.

**Table 2 – Design Professional Services Estimate at Completion**

<b>Design (RS&amp;H)</b>	<b>Pre-Construction Services (Clark Sullivan)</b>	<b>Other Direct Costs</b>	<b>Estimate At Completion</b>
\$7,420,718	\$119,500	\$578,242*	\$8,118,460

\* Other Direct Costs include but are not limited to administrative costs, advertising, printing, permits, utility company fees, environmental testing, and miscellaneous fees.

The design estimate at completion is a preliminary estimate for budgetary purposes only and does not include any of the construction costs or fees.

**FISCAL IMPACT**

This project is a RTAA Capital Improvement Project, and the design services funds were approved in the RTAA's Fiscal Year 2023/24, with another portion being requested in the 2024/25 Capital Improvement Project budget process. The construction budget will be submitted at with the RTAA Capital Improvement Project budget process for FY 2024/25 & FY 2025/26.

**COMMITTEE COORDINATION**

Planning and Construction Committee

**PROPOSED MOTION**

“Move to authorize the President/CEO to execute an Amendment No. 1, to the Professional Services Agreement, for design services for 30-100% for the HQ Project at Reno-Tahoe International Airport, with RS&H Company, in an amount of \$5,636,054.

# Board Memorandum

06/2024-31

**In Preparation for the Regular Board Meeting on June 13, 2024**

**Subject:** Authorization for the President/CEO to enter into negotiations with the City of Reno for the contracting of fire services at the Reno-Tahoe International Airport

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## STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

## BACKGROUND

With the recent transition of the Reno Airport Fire Department to an all-hazard response model, and with the continuing growth of both aviation and non-aviation activity around the airport, staff has been analyzing the best, safest, and most cost-effective way to provide all the necessary fire services that comes with being an all-hazard fire department. These services include among other things, Airport Rescue Fire Fighting (ARFF), Structure firefighting capabilities, prevention/inspection services, Haz Mat response, confined space entry, high angle rescue, swift water rescue and Emergency Medical Services. One opportunity for addressing some or all of these services is the possibility of contracting with the City of Reno Fire Department. The RTAA has already entered into agreements with the City of Reno to provide both dispatch services for the Airport Fire Department as well as facility/hangar inspections. The City has expressed an interest in providing all fire services at the airport. While RTAA staff have been willing to consider this option, there are a number of practical and legal concerns that require careful consideration.

At the February 2024 RTAA Board Meeting, Cris Jensen, Chief Operations and Public Safety Officer briefed the board on staff analysis conducted to date and the plan to enter into exploratory discussions with the City of Reno Fire Department to determine if the contracting out for these additional services through an interlocal agreement was a viable option. Jensen committed to report back to the board with the results of initial meetings with the City of Reno and a go- or no-go decision.

Because of limits placed upon airports by the FAA through Grant Assurances and FAA rules and regulations, staff determined it prudent to hire an industry expert to ensure that any proposed contract would not pose a risk of sanctions from the FAA or jeopardize any future federal grant funding. The RTAA retained Nicholas Clabbers with the Kaplan Kirsh and Rockwell law firm, to educate and advise RTAA staff, share information with the City of Reno representatives, and to assist in the creation of a contract that would be acceptable to the FAA. Mr. Clabbers has extensive experience in this area.

**DISCUSSION**

Representatives from the RTAA and the City of Reno have held three formal meetings and had numerous verbal conversations. One of the formal meetings included an educational session by Mr. Clabbers to discuss and educate the group on the structure of a contract for services that would be acceptable to the FAA. The group agreed that there were four areas that would need to be addressed in any future negotiations. Those areas loosely include organizational, operational and financial considerations, as well as the merging of two Collective Bargaining Agreements. Individual members of the group focused on the various areas and Mr. Clabbers began to work on the basic structure of an agreement.

At this point, based on the initial analysis, investigation and discussions, staff does believe that it is possible to construct and enter into an agreement with the City of Reno that would be acceptable to the FAA and provide for the various services necessary for an all hazard fire department. Therefore, staff is recommending that the RTAA enter into negotiations with the City of Reno for the contracting of various fire services.

If the board chooses to approve this motion, staff will enter into negotiations with the City of Reno focusing on the four areas mentioned above and using the structure provided by Mr. Clabbers. Assuming the negotiations are successful, staff would return to the board with a proposed contract for your consideration and possible approval.

**FISCAL IMPACT**

No fiscal impact at this time. Staff will provide the fiscal impact of a contract with the City upon successful negotiation and presentation to the board for your consideration.

**COMMITTEE COORDINATION**

None

**PROPOSED MOTION**

“Move to authorize the President/CEO to enter into negotiations with the City of Reno for the contracting of fire services at the Reno-Tahoe International Airport.”

# Board Memorandum

06/2024-32

**In Preparation for the Regular Board Meeting on June 13, 2024**

**Subject:** Authorization for the President/CEO to execute an Equipment Contract for a Class IV Vehicle for the Reno-Tahoe Airport Authority's Airport Rescue and Fire Fighting Department, with Rosenbauer Minnesota, LLC, for a Base Bid of \$1,033,494 and One Alternate Equaling \$34,657 for a Total Price of \$1,068,151 Subject to Federal Aviation Administration Review and Approval

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## STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

## BACKGROUND

Under FAA established criteria in Federal Aviation Regulation (FAR) Part 139, the Reno-Tahoe International Airport (RNO) is an Index C airport. As an index C airport, RNO is required to have at minimum 2 pieces of ARFF apparatus with at least 1,500 gallons of water each (total of 3,000 gallons), 200 gallons of foam each (total of 400 gallons) and 500 lbs. of dry chemical extinguishing agent each (total of 1000 lbs.) Should the airport have a piece of apparatus out of service and therefore drop below index, commercial flight operations would cease until the required apparatus could be placed back in service, so prudent management requires that RNO exceed the minimum to allow for maintenance of apparatus or for apparatus to be committed to an incident without "dropping index".

Currently in the RNO ARFF fleet, we have four pieces of ARFF apparatus: 1) 2016, 3000 gallon, Rosenbauer Panther; 2) 2023 1500-gallon Rosenbauer Panther; 3) 2004, 1500-gallon Oshkosh Stryker; 4) 1996 1500 E-One Titan. FAA Advisory Circular 150/5220 10-E provides the guidance for the replacement of ARFF apparatus as follows:

*The manufacturers of firefighting apparatus and fire departments do not have hard and fast rules as to when a vehicle must be replaced. However, the fire equipment manufacturing industry does develop, as part of their customer service focus, forecast models based on life expectancy and life cycle operating and maintenance costs. These models predict hours of operation, mileage, material wear and longevity, and operating costs. On average, an ARFF vehicle normally has a 10-12 year service life and, in many cases, even longer based on an airports' level of activity. The following items should be considered as relevant factors when considering fire fighting vehicle replacement.*



- a. Reliability and serviceability is questionable.*
- b. Parts for repair (including after-market) are no longer available.*
- c. Annual operating cost becomes excessive.*
- d. Service life has been extended beyond the vehicle's normal field service life.*
- e. Repair cost exceeds 75% of the current estimated value of the apparatus.*
- f. Introduction of new and different aircraft to the airport which changes the airport index.*
- g. Relative overall age of the airport fire fighting vehicle fleet to allow for programmed replacement over a span of years.*

Based on the FAA criteria listed above, most, if not all the factors justify the replacement of both the 1996 E-One and 2004 Oshkosh trucks.

With the delivery of this new piece of apparatus, staff plans to remove both the 1996 E-One and the 2004 Oshkosh from service.]

**DISCUSSION**

An Invitation to Bid (ITB) for the Class IV Airport Rescue and Fire Fighting (ARFF) vehicle was advertised on May 6, 2024, on the renoairport.com website, in the *Reno Gazette-Journal*, and via the Nevada Government e-Marketplace (NGEM).

Sealed bids were received by the due date of May 24, 2024. One bid from Rosenbauer Minnesota, LLC. was received and deemed responsive. The bid tabulation is shown in the below table.

Bid Tabulation	<b>Rosenbauer Minnesota LLC</b>	
Make/Model	Panther 1500 Gallon 4x4	
Pricing		
	Base bid	\$1,033,494
	Training	\$ 3,800
	Delivery Cost	\$ 9,500
	Required Revision C-2 (attached)	\$ 34,657
<b>Total</b>		\$1,068,151

**FISCAL IMPACT**

The purchase of this apparatus will be funded through a congressionally directed line item (earmark) of \$911,140 with the remaining funds (\$157,011) to come from RTAA reserves. The contract requires an initial payment of 25% (\$267,037.75) at the time of board approval of the contract with the remainder (\$801,113.25) to be paid upon delivery of the apparatus. Because the estimated delivery date is 550 days no RTAA funds will be required until fiscal year 2026 and will be budgeted accordingly. The entirety of the purchase is subject to review and approval by the

Federal Aviation Administration (FAA) for compliance with grant requirements including, but not limited to, Buy American Certifications and/or waivers.

**COMMITTEE COORDINATION**

None

**PROPOSED MOTION**

“Move to authorize the President/CEO to execute an Equipment Contract for a Class IV Vehicle for the Reno-Tahoe Airport Authority’s Airport Rescue and Fire Fighting Department, with Rosenbauer Minnesota, LLC, for Base Bid of \$1,033,494 and One Alternate Equaling \$34,657 for a Total Price of \$1,068,151 Subject to Federal Aviation Administration Review and Approval.”

# Board Memorandum

06/2024-33

## In Preparation for the Regular Board Meeting on June 13, 2024

**Subject:** Review and discussion of President/CEO Daren Griffin's performance for fiscal year 2023/24 and possible action on discretionary bonus for fiscal year 2023/24 and salary adjustment for fiscal year 2024/25

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### BACKGROUND

Pursuant to Daren Griffin's contract (as amended on May 31, 2022), the Board is required to annually review Mr. Griffin's performance. Following that review, Mr. Griffin is eligible for a discretionary, non-mandatory cash bonus as additional compensation for his services.

The decision to award a bonus is at the Board's sole discretion and shall be up to 20% of Mr. Griffin's then applicable annual salary. The Board exercises its discretion when it sets the performance criteria and goals at the beginning of each fiscal year. The amount of the bonus, if any, is to be determined based on Mr. Griffin's achievement of those performance criteria and goals established by the Board and the weights given to each of those goals by the Board. Mr. Griffin's salary is Three Hundred and Fifty Thousand, (\$350,000.00). Twenty percent of that salary is Seventy Thousand (\$70,000.00).

The Board adopted the performance goals and weights proposed by Mr. Griffin at its September 14, 2023, meeting. It is these goals against which Mr. Griffin's performance for FY 2023/24 is measured for purposes of considering a salary increase and a bonus, if any, beginning July 1, 2024 (which bonus shall not be prorated to account for less than a full year's bonus). A copy of the fiscal year 2023/24 performance goals approved by the Board is attached as **Exhibit A**.

### DISCUSSION

On September 14, 2023, the Board adopted the Goals and performance measures presented by President/CEO Griffin. The proposed goals and performance measures reflected the organizational priorities received from the Board, a review of where time had been spent previously during Mr. Griffin's tenure, a review of prior CEO goals, feedback from the Executive Team, research on CEO level goals for maximum organizational effectiveness, as well as a review of the Strategic Plan.

In addition to the information provided in this Memorandum, and in Mr. Griffin's presentation to the Board, the Board may wish to consider additional information regarding airport chief executive compensation, which staff has made available through the Authority's dedicated SharePoint site prior to the meeting. The material includes two different sources of data.

First, People Operations staff have updated a Korn Ferry survey conducted on all airport participating authorities in the United States as well as leadership in local government entities. Trustees will find this survey in the Board Communications folder.

People Operations staff have also recently updated information originally given to the Board in 2022 to support deliberations on the CEO's annual performance review. The information looks at the RTAA compared to other airport authorities in the U.S. and includes retention incentive programs as well. It also provides updates on comparable local government agencies.

In 2022 the Board updated the President/CEO employment agreement to be closer to the median base wage for other airport authorities, increased the bonus incentive to 20%, and included a retention incentive based on the MoreRNO program. The information described above indicates that the average base rate has increased from about \$340,000 to about \$430,000 or about 26% in our airport authority competitive set. The information also indicates that more airports have included retention incentives at differing amounts.

Mr. Griffin will discuss his assessment of his performance for fiscal year 2023/24 at the Board Meeting on June 13, 2024.

#### **FISCAL IMPACT**

The maximum allowable bonus for the President/CEO is \$70,000. A 5% salary increase would be a \$17,500 annual increase to his current salary of \$350,000. Funds are sufficient within the overall RTAA operating budget.

#### **PROPOSED MOTION**

It is recommended that the Board adopt a motion giving effect to the Board's decision regarding a bonus and salary increase, if any, subject to the contractual provisions described above. A proposed form of motion is as follows:

“It is hereby moved that the Board approve a discretionary Bonus to President/CEO Griffin in the amount of \$\_\_\_\_\_, (not to exceed the amount of \$70,000.00), and that the President/CEO receive an increase to his salary of \$350,000 in an amount of \$\_\_\_\_\_ (not to exceed 5%, or \$17,500.00).

## EXHIBIT A

### RTAA President/CEO FY 23-24 Performance Goals and Measures

<b>GOAL #1:</b>	
<b>Develop and Maintain Airport Infrastructure to Meet Current and Future Demand</b>	
<b>Weight: 40%</b>	<b>Strategic Plan Initiatives Priority Nos. 3, 4, 5, 6 and 8</b>
1	<p><b>New Gen B &amp; C:</b> Oversee the design effort of the new Central Utility Plant (CUP), South Remain Overnight Apron (SRON) and 30% design of the replacement of Concourses B and C. Complete design of the CUP and SRON apron projects and the 30% design of the concourses for review by the RTAA. Secure Board approval of the Construction Manager at Risk contract for the entire project. Lead the effort to prepare and submit an RTAA grant application for the competitive Airport Terminal Program FAA grant program. Align local, state and federal officials in visible support for this application. Lead the advocacy effort inside the FAA for an award of significant grant funding for the project.</p> <p><i><b>Update: The design of the overall CUP is at the 30% stage. The first GMP for long lead procurement items (electrical switch gear, HVAC systems, etc.) went out to bid on May 8, 2024. Bids were received late May. The design of the SRON is nearing 90% and will go out to bid late summer for a March 2025 start date. The 30% design of the concourses will be completed by the mid-July. The design team is looking to take a Professional Services Agreement (PSA) to the Board for design from 30% to 100% in July.</b></i></p> <p><i><b>The Construction Manager at Risk contract for pre-construction services with Holder-Q&amp;D (HQD) was approved at the September 2023 Board meeting.</b></i></p> <p><i><b>With visible support from federal, state and local elected leaders, RTAA was awarded \$7 million in ATP funding by the FAA for eCUP equipment. FAA regional leadership took an active role in developing this application, including several planning meetings and a site visit to RNO to provide strategic direction and feedback to ensure a competitive and compliant application.</b></i></p>
2	<p><b>The HQ:</b> Secure Board approval for a 30% design contract for the new HQ and Police Station. Oversee the 30% design effort, and successfully identify a project scope that is financially achievable. Secure Board approval of a Construction Manager at Risk contract and 100% facility design.</p> <p><i><b>Update: The PSA with RS&amp;H for the HQ was approved at the November 2023 Board meeting. The designer, CMAR and RTAA stakeholders have worked collaboratively to right size the building to be efficient and equitable for all departments. The Police Department as been a priority in the coordination as their space needs determine first floor layout planning. Subsequent floors for public and administration spaces have been best fit around those layout needs. The design team is working diligently to value engineer and provide options to bring the project in alignment within agreed upon budget. The PSA with RS&amp;H is planned to be taken to the June 2024 Board meeting to advance design from 30% to 100%.</b></i></p> <p><i><b>The CMAR, Clark/Sullivan, was unanimously selected by the selection committee and approved at the January 2024 Board meeting.</b></i></p> <p><i><b>Created change management plan to engage employees to contribute to the planning process and ensure they know what to expect with the new space and new ways of working (open office environment versus traditional office-based environment)</b></i></p>
3	<p><b>Ticketing Hall Expansion:</b> Oversee the construction completion of the project and grand opening of the newly expanded and modernized ticketing hall. Ensure the significant public art component is delivered on-time and prominently featured in communication channels and efforts. Complete the inner roadway reconstruction, and oversee the outer roadway, canopy, and loop roadway sidewalk and public safety improvements.</p> <p><i><b>Update: Held ticketing hall grand opening even that was well attended and well covered by the media. The event was an opportunity to showcase the project being on time, on budget and that contractors delivered the project safely. It was also an opportunity to unveil the airport's first ever</b></i></p>

	<b><i>public art commission, Repeated Refrains. Supported construction efforts by creating social media content and wayfinding signage to guide passengers through ever-changing construction detours.</i></b>
4	<p><b>The GTC:</b> Oversee the completion of negotiations for a master ground lease with the developer, advance the GTC to 100% design. Establish a not-to-exceed budget and obtain Board approval for Phase 3, Project Delivery, which includes P3 financial close, final agreement execution and authorization to proceed with full project construction.</p> <p><b>Update:</b> <i>Used the commercial and financial close to communicate to employees and the community our commitment to MoreRNO and finding ways to deliver parking and ground transportation space that is sorely needed by the community. Received Board approval to move to Phase 3 on March 14, 2024. Achieved commercial close, which included the execution of the master ground lease, on April 9, 2024, and financial close on May 2, 2024. All aspects of this goal have been achieved.</i></p>
5	<p><b>Strategic Financial Efforts:</b> Assemble the RTAA financing team and prepare to issue our first series of MoreRNO bonds. This first series will fund design and construction phases of the New Gen B &amp; C Project. The Finance &amp; Administration Division will lead this effort by obtaining the services of RTAA’s financial advisor, legal counsel, bond rating agencies, investment underwriters and a trustee/paying agent. The team will develop a specific plan, financing structure, bond rating approach, bond marketing and underwriting services. Targeting fall of 2024 for the initial issuance.</p> <p><b>Update:</b> <i>The financing team has been assembled and a schedule established that calls for the first series of bonds to be issued in August 2024. In the timeframe leading up to the bond issuance the financing team will be approaching bond rating agencies to seek and investment grade rating on the bonds. It is anticipated that Board action to approve the bond issue at its regular meeting in July.</i></p>
6	<p><b>Reno-Stead Airport (RTS) Master Plan:</b> In preparation for a master plan update in FY24/25, oversee the effort to achieve FAA agreement on master plan scope of work and fee, identify funding source, determine any additional scope sought by RTAA not federally eligible, and prepare to advertise the proposal opportunity. Consider community participation opportunities, alignment with other regional planning efforts connected to RTS, and begin coordination efforts.</p> <p><b>Update:</b> <i>RTAA staff has met with the FAA PHX ADO Assistant Manager to verify timing and process for the upcoming Request for Qualifications (RFQ) solicitation for RTS Master Plan services. The FAA PHX ADO has confirmed that all proposed scope components are eligible for AIP funding, pending availability. The RTAA currently has \$300,000 in AIP entitlement funding that may be used in FY24-25, if appropriated by Congress. AIP discretionary funding for general aviation airports is still to be determined. Entitlement AIP funding is not expected to be available in FY24-25 until after the November 2024 election, and potentially not until after January 2025 if there is a significant change in elected officials and/or party power. Discretionary AIP funding is typically not available until after entitlement funding.</i></p> <p><i>The current cost estimate for master plan services, based on the proposed scope of work, exceeds \$2.0M. RTAA staff intend to release the RFQ in August 2024 and complete the selection process, including scope &amp; fee negotiations with the preferred consultant, prior the RTAA FY24-25 mid-year budget review process. This will allow RTAA leadership and the Board adequate time to decide whether to allocate RTAA O&amp;M funding to the project to supplement any federal funding shortfall. During FY23-24, RTAA staff has met with interested master plan consulting firms about the upcoming solicitation and has provided tours of the airport to help familiarize consultants with the proposed project. To date, RTAA staff has met with over 30 master plan consultants from ten (10) different firms. The firms include Ardurra, Atkins, Coffman, Dibble, HW Lochner (Armstrong), InterVISTAS, Jacobsen &amp; Daniels, Kimley-Horn, Mead &amp; Hunt, and RS&amp;H. These meetings, in advance of a significant RFQ solicitation, benefit both the RTAA and interested consultants and usually result in better, more well-thought out, and planned statements of qualifications.</i></p> <p><i>RTAA staff has also had preliminary conversations with several regional partners regarding the Master Plan, including Truckee Meadows Regional Planning Agency, City of Reno, and NDOT Aviation.</i></p>

*Regional partners will be invited to participate in master plan working group meetings and are vital to the success of the project.*

**GOAL #2:  
Maintain an Industry Leading Airport Operations and Public Safety Operation**

**Weight: 30%**      **Strategic Plan Initiatives Priority Nos. 4, 6, 7 and 8**

1    *Oversee the Improvement in communication, cooperation and interoperability of all branches of the Operations and Public Safety division both internally and externally by conducting at minimum, quarterly training that involves all departments. Encouraging staff to take full advantage of training opportunities; training with local mutual aid agencies; and inspiring staff to pursue industry recognized certification such as AAAE’s Certified Member status, Airport Certified Employee ACE- Law Enforcement Officer, ACE- Communications, ACE- Airfield Operations, or ACE- Security as appropriate.*  
***Update: Good progress has been made on this goal. During this review period the compliance department was created and has hit their stride. They are reviewing all regulatory documents and making appropriate updates. The team worked together to revamp the Ops and Public Safety organization structure to respond to federal mandates to include Safety Management Systems (SMS) and Airport Worker Screening (AWS). Communication continues to be a focal point and we see great improvement in this area. As an example, the ADM’s and Airport Fire have worked together to implement quarterly timed response drills. These have been great team building opportunities and help prepare us for potential real-world incidents. The team has been encouraged and has taken advantage of training opportunities. We have one employee that has recently completed the Airport Certified Employee (ACE) SMS certification program and another that just recently completed step two of the AAAE accreditation program. The staff has attended many conferences to include the Snow Symposium, Airport Planning, Design, and Construction conference, The AAAE National Airport Conference and numerous others. Most importantly, staff has been encouraged to reach out to other airports to establish contacts and resources. A number of visits have been made to individual airports to include PHX and BUR with two trips planned to the SJC and SMF airports in the near future.***

2    *Oversee the Implementation of state-of-the-art technologies to improve operational readiness, response and oversight through common use (SITA Airport Management System), airfield management (Aerosimple), Integrated access control (Genetec) and the installation of new Exit Lane Technology (Dormakaba).*  
***Update: The Airport Gate Management System and Aerosimple have been fully installed and are in daily use. The team is currently in the process of installing the Genetec data integration package for access control and badging management and the Dormakaba Exit Lane doors have been operational since early in 2024. The team continues to evaluate new technology opportunities to include drones and drone detection systems, Artificial Intelligence (AI), parking technology, and passenger screening (Rohde & Schwarz) and worker screening (Evolve) technology.***

3    *Fully execute on the creation of the new Aviation Compliance Department and to fully develop processes and procedures that ensure RTAA’s compliance with regulatory documents including FAR Part 139 and TSR 1542 and the newly created Safety Management Systems (SMS) and Aviation Worker Screening programs.*  
***Update: The Aviation Compliance Department is up and running and fully engaged in managing FAR Part 139 compliance as well as TSR 1542. They are in the process of reviewing and updating the airport rules and regulations as well as SOPs. They have been creative in coming up with solutions to address Airport Worker Screening and have been engaged with TSA and other airports to help understand and guide us through this new process.***

**GOAL #3:  
Lead the Development of an Organizational Culture of High Performance and Inclusion**

Weight: 30%	Strategic Plan Initiatives Priority Nos. 7 and 8
1	<p><b>Diversity, Equity, and Inclusion:</b> Work with Executive Team and a DEI facilitator to develop an operational plan to bolster DEI initiatives. Expected outcomes include the following:</p> <ol style="list-style-type: none"> <li>1. Perform DEI awareness training for all management staff</li> <li>2. Update RTAA Diversity Plan</li> <li>3. Update Succession Planning with focus on diversity</li> </ol> <p><b>Update: This has been completed.</b></p>
2	<p><b>Performance Management:</b> Initiate a review of the RTAA performance management process and meet with representative stakeholders of management and employees to develop an updated model that provides timely feedback and assistance to help each employee be successful in their airport career. Initiate an updated Performance Management System in place by April 1, 2023 to start training with a go live date of July 1, 2023. Achieve Board approval of an update to the Management &amp; CSP Guidelines that supports this update to the performance management system. Begin working with our bargaining groups to implement quarterly feedback model to all employees by July 1, 2024.</p> <p><b>Update: This has been accomplished on track for July 1, 2024</b></p>
3	<p><b>Air Service Development:</b> Collaborate with local, regional, and state economic development agencies, corporations, destination management organizations (DMOs), chambers of commerce, and businesses to understand current and future air service needs to support Northern Nevada’s overall economic development and tourism initiatives. Lead the RTAA relationship with and provide key staff to guide support of air service development. Advise and lead regional air service development efforts, including the Regional Air Service Corporation (RASC) and Reno-Sparks Convention and Visitors Authority (RSCVA)’s air service development support by identifying air service marketing goals and opportunities. Set air service marketing vision and strategy, align the air service staff and the organization on a rolling 5-year air service strategic plan with an annual roadmap and in collaboration with the Marketing &amp; Public Affairs Department, an air service marketing plan. Represent RTAA to all airlines, manage strategic relationships with airlines, regional agencies, and other community stakeholders to grow airport revenue and continue to be a successful economic engine to the Northern Nevada region.</p> <p><b>Update</b> Commissioned a 5-year air service development strategic plan with annual implementation roadmaps from Mead and Hunt. Successfully implemented year 1 roadmap, this included four strategic objectives:</p> <ol style="list-style-type: none"> <li>1. Develop in/out of market partnerships <ol style="list-style-type: none"> <li>a. Conducted multiple site visits to Atlanta to establish strong relationships with the airline, the airport and Atlanta’s Convention and Visitor’s Bureau, and for the promotion of the new RNO-ATL non-stop flights in partnership with RSCVA, EDAWN and Travel Nevada.</li> <li>b. Worked robustly with RSCVA to leverage opportunities to build relationships with their counterparts in partner cities</li> <li>c. Engaged EDAWN to bring the business voice to conversations with airlines and supported EDAWN’s enhanced engagement in RASC</li> <li>d. Worked with Nashville airport and CVB partners to develop a joint pitch to WN for nonstop RNO-BNA service</li> <li>e. Connected and helped to coordinate a partnership between American Airlines (AA) and Palisades Tahoe to promote a buy-one-get-one (BOGO) during ski season for AA/Palisades Tahoe customers.</li> <li>f. Reestablished the airport as the regional lead for air service development strategy and air service marketing.</li> </ol> </li> </ol>



2. Generate net new visitors and support growing business sector
  - a. Held in-person headquarter visits with Alaska, Delta, Southwest, and Spirit airlines, in addition to holding several virtual headquarters meetings.
  - b. Enhanced business outreach efforts by introducing a corporate travel survey and conducting business interviews to enhance the business case presentation for airlines, highlighting Northern Nevada's potential beyond leisure travel. – resulting in the airport leading the region in understanding that it is more than a leisure, inbound destination – its a business destination, and one where the Point of Origin traffic is continuing to increase.
  - c. Held an inaugural airline sales/business FAM coordinated around EDawn's State of the Region event.
  - d. Began planning for a July FAM, co-hosted by the RSCVA and coordinated around the American Century Championship (ACC) golf event at Lake Tahoe. g. Solidified RTAA's role as a vital economic engine for Northern Nevada, in collaboration with airlines, regional agencies and local stakeholders.
  
3. Retain/grow existing air service
  - a. Delta airlines started non-stop flights to Atlanta (ATL) on June 7. ATL is the largest airport in the world, which affords a one-stop connection to nearly anywhere in the world
  - b. American and United airlines brought back non-stop service to Chicago (ORD).
  - c. Spirit expanded service to Las Vegas.
  - d. Southwest added Chicago (MDW) service, expanded Phoenix and Burbank service
  - e. Updated the airline incentive policy
  - f. Sun Country and Delta both expanded their seasonal flights to Minneapolis
  - g. Other airlines also increased seat capacity in existing markets resulting in an additional 90,000 seats during summer 2024 v. summer 2023
  - h. Updated the Air Service Incentive Policy to be compliant with the new FAA policy, remain competitive with other airports and align with the new RNO Air Service Development strategy and goals.
  
4. Revisit marketing campaigns and stakeholder alignment
  - a. Created new air service marketing strategic plan, consolidating air service marketing from Air Service Development into the Marketing & Public Affairs team
  - b. Created new air service marketing strategic plan designed to engage and provide leadership both in and out of market (with partners including airline, CVBs, and airport marketing representatives)
  - c. Extensive stakeholder engagement to redefine roles and responsibilities to ensure effective realignment, coordination of resources to lead to effective and coordinated regional air service marketing efforts
  - d. Restructured Marketing & Public Affairs department to provide appropriate level of support for increased focus and internal/external partnerships