

BOARD OF TRUSTEES

Adam Kramer, Chair
Richard Jay, Vice Chair
Jenifer Rose, Secretary
Lisa Gianoli, Treasurer
Shaun Carey, Trustee
Carol Chaplin, Trustee
Jennifer Cunningham, Trustee
Jessica Sferrazza, Trustee
Art Sperber, Trustee

PRESIDENT/CEO
Daren Griffin, A.A.E.

GENERAL COUNSEL
Ann Morgan, Fennemore Craig

CLERK OF THE BOARD
Lori Kolacek

AGENDA
REGULAR MEETING OF THE BOARD OF TRUSTEES

Date: Thursday, September 8, 2022

Time: 9:00 a.m.

Location: Reno-Tahoe International Airport, 2001 E. Plumb Lane, Reno
Admin Offices, Main Terminal Building, Second Floor

Public Meeting Notice: Notice is given in accordance with [NRS 241.020](#)

Public Attendance Options:

1. Attend the meeting at the address indicated above; or
2. **Watch on Zoom:** <https://us02web.zoom.us/j/86947182835>; **Webinar ID:** 869 4718 2835; or
3. **Dial in to listen only:** 1-669-900-6833 and enter the Webinar ID when prompted

Members of the public who require special accommodations or assistance at the meeting are requested to notify the Clerk of the Board by email at lkolacek@renoairport.com or by phone at (775) 328-6402.

Public Comment: Any person wishing to make public comment may do so in person at the Board meeting, or by emailing comments to 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.

This Agenda Has Been Posted at the Following Locations:

1. Airport Authority Admin Offices, 2001 E. Plumb Lane, Reno
2. <https://www.renoairport.com/airport-authority/public-meeting-information/agendas-minutes>
3. <https://notice.nv.gov/>

Supporting Materials: Supporting materials for this agenda are available on the Airport’s website at <https://www.renoairport.com/airport-authority/public-meeting-information/agendas-minutes>, and will be available at the meeting. For further information you may contact the Board Clerk at (775) 328-6402 or lkolacek@renoairport.com.

1. INTRODUCTORY ITEMS

- 1.1 Call to Order
- 1.2 Pledge of Allegiance
- 1.3 Roll Call

2. PUBLIC COMMENT**3. APPROVAL OF AGENDA****4. APPROVAL OF MINUTES**

- 4.1 July 14, 2022, Regular Board Meeting
- 4.2 August 11, 2022, Regular Board Meeting

5. BOARD MEMBER REPORTS AND UPDATES**6. ITEMS OF SPECIAL INTEREST**

- 6.1 Swearing in of new Police Chief, Ricardo Duarte
- 6.2 Update on the Reno-Tahoe Convention and Visitors Authority (RSCVA)

7. PRESIDENT/CEO REPORT**8. CONSENT ITEMS FOR CONSOLIDATED BOARD ACTION**

None.

9. INFORMATION / POSSIBLE ACTION ITEMS

- 9.1 Board Memo #09/2022-60: Authorization for the President/CEO to execute a Construction Contract for the Remote Economy Parking Lot Construction Project Phase 1 at Reno-Tahoe International Airport, with Armac Excavating & Paving, LLC accepting the Base Bid and Bid Alternate 1 in the amount of \$1,135,043 and authorize an Owner's Contingency in the amount of \$75,000 (*for possible action*)
- 9.2 Board Memo #09/2022-61: Authorization for the President/CEO to execute a Construction Contract for the Bid Package #2 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., accepting the Base Bid and Alternate 1, for the Guaranteed Maximum Price of \$25,678,143 (*for possible action*)
- 9.3 Board Memo #09/2022-62: Authorization for the President/CEO to execute Amendment No. 6 (Ticketing Hall Expansion) to the Professional Service Agreement for the 2022 Annual Construction Management Service for the Airport Capital Improvement Plan at Reno-Tahoe International Airport, with Atkins North America, in the Amount of \$1,359,900, for a total of \$2,062,700 (*for possible action*)

- 9.4 Concourse Redevelopment Planning Study – Review of Preferred Alternative and Proposed Funding
- 9.5 Review of President/CEO Performance Goals and Measures for Fiscal Year 2021-2022
- 9.6 Board Memo # 09/2022-63: Review and Approval of President/CEO Performance Goals and Measures for Fiscal Year 2022-2023 (*for possible action*)

10. TRUSTEE COMMENTS, QUESTIONS AND REQUESTS FOR FUTURE AGENDA ITEMS

11. UPCOMING RTAA MEETINGS

Date	Time	Meeting
10/11/2022	9:00 a.m.	Finance & Business Development Committee
10/11/2022	10:00 a.m.	Planning & Construction Committee
10/13/2022	9:00 a.m.	Board of Trustees
11/08/2022	9:00 a.m.	Finance & Business Development Committee
11/08/2022	10:00 a.m.	Planning & Construction Committee
11/10/2022	9:00 a.m.	Board of Trustees
12/06/2022	9:00 a.m.	Finance & Business Development Committee
12/06/2022	10:00 a.m.	Planning & Construction Committee
12/08/2022	9:00 a.m.	Board of Trustees
12/15/2022	3:30 p.m.	Airport Sustainability Advisory Committee (ASAC)

12. PUBLIC COMMENT

13. ADJOURNMENT



BOARD OF TRUSTEES

Shaun Carey, Chair
Adam Kramer, Vice Chair
Richard Jay, Secretary
Jenifer Rose, Treasurer
Carol Chaplin, Trustee
Jennifer Cunningham, Trustee
Lisa Gianoli, Trustee
Jessica Sferrazza, Trustee
Art Sperber, Trustee

PRESIDENT/CEO
Daren Griffin, A.A.E.

GENERAL COUNSEL
Ann Morgan, Fennemore Craig

CLERK OF THE BOARD
Lori Kolacek

DRAFT
MINUTES

REGULAR MEETING OF THE BOARD OF TRUSTEES

Date: Thursday, July 14, 2022

Time: 9:00 a.m.

Location: Reno-Tahoe International Airport, 2001 E. Plumb Lane, Reno
Admin Offices, Main Terminal Building, Second Floor

1. INTRODUCTORY ITEMS

1.1 Call to Order

The meeting was called to order at 9:00 a.m.

1.2 Pledge of Allegiance

1.3 Roll Call

Roll was taken by the Clerk of the Board.

Present: Adam Kramer
Lisa Gianoli
Jenifer Rose
Shaun Carey
Carol Chaplin
Jennifer Cunningham
Jessica Sferrazza
Art Sperber

Absent: Richard Jay

Election of Officers:

1.4 Chairman (limited to a Trustee appointed by Washoe County)

Motion: Motion to nominate Trustee Adam Kramer as Chairman

Moved by: Jessica Sferrazza

Seconded by: Jenifer Rose

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

1.5 Vice Chairman

Motion: Motion to nominate Trustee Richard Jay as Vice Chairman

Moved by: Art Sperber

Seconded by: Jenifer Rose

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

1.7 Secretary

Motion: Motion to nominate Trustee Jenifer Rose as Secretary

Moved by: Lisa Gianoli

Seconded by: Art Sperber

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

1.6 Treasurer

Motion: Motion to nominate Trustee Lisa Gianoli as Treasurer

Moved by: Jenifer Rose

Seconded by: Carol Chaplin

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

2. PUBLIC COMMENT

None.

3. APPROVAL OF AGENDA

Motion: Motion to approve the agenda as presented.

Moved by: Jessica Sferrazza

Seconded by: Art Sperber

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

4. APPROVAL OF MINUTES

4.1 June 9, 2022, Regular Board Meeting

Trustee Cunningham made a request that the language in item 9.2 be changed to reflect that her request for a report/recap be conducted by the end of this year, not at the end of the 3 years.

Motion: Motion to approve the June 9, 2022 Regular Board Meeting Minutes with the requested change by Trustee Cunningham

Moved by: Lisa Gianoli

Seconded by: Art Sperber

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

4.2 June 30, 2022, Special Board Meeting

Motion: Motion to approve the June 30, 2022 Special Board Meeting Minutes

Moved by: Jessica Sferrazza

Seconded by: Art Sperber

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

5. PRESIDENT/CEO REPORT

Ted Ohm presented a safety tip on emergency contact information for children. CEO Griffin reported that passenger seat count is down about 10% from last summer, load factors are above 90% on average, our parking system is running very smoothly so there hasn't been any media releases suggesting passengers get rides to the airport, and airline quarterly reports are showing the highest earnings since pre-pandemic. He also reported Sun Country and Spirit are the newest airlines to be joining the airport.

Trustee Cunningham mentioned the date of the CEO Report is incorrect.

6. BOARD MEMBER REPORTS AND UPDATES

Trustee Rose reported that at the Finance committee meeting on Tuesday, the Committee unanimously approved the \$50M non-revolving line of credit item to come forward to the Board. A question was raised during that item that she was not comfortable including in the vote, so the matter was deferred until the entire Board could hear the presentation and vote on the issue.

7. ITEMS OF SPECIAL INTEREST**7.1 Recognition of Retiree with 20+ years of service: Dave Pittman**

Gary Probert led this recognition. Mr. Pittman is retiring with 22 years of service.

7.2 Recognition of Outgoing Chair, Shaun Carey

CEO Griffin led this recognition.

8. CONSENT ITEMS FOR BOARD ACTION

Motion: Motion to approve items 8.1 through 8.4

Moved by: Art Sperber

Seconded by: Lisa Gianoli

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

8.1 Board Memo #: 07/2022-44: Authorization for the President/CEO to execute a Construction Contract for the General Aviation East "F" Hangar Roof Coating at Reno-Tahoe International Airport with Brazos Urethane, Inc. in the amount of \$320,540 and authorize an Owner's Contingency in the amount of \$40,000

8.2 Board Memo #: 07/2022-45: Authorization for the President/CEO to award a contract for the purchase of 38 Musco High Mast LED Light Fixtures for Concourse C and Cargo Ramp areas in the amount of \$190,000 to ADB Safegate

8.3 Board Memo #: 07/2022-46: Authorization for the President/CEO to award a contract for the purchase of a Bucher Municipal CityCat 5006 Compact Sweeper, to Bucher Municipal North America, Inc. in the amount of \$259,619

8.4 Board Memo #: 07/2022-47: Adoption of Resolution No. 558 amending Resolution No. 556, Establishing the Airport Rates and Charges for Fiscal Year 2022-23 to allow for a phase-in of the rate increase as to scheduled shuttles and to fix a clerical error.

9. INFORMATION / POSSIBLE ACTION ITEMS

9.1 Art Master Plan update

Annie Turner introduced Mark Salinas from Forecast Public Art, the consulting firm hired to draft the Art Master Plan. Mr. Salinas presented this update to the Board, discussing the process of developing a master plan.

9.2 Public hearing pursuant to Section 147(f) of the Internal Revenue Code of 1986, as amended, concerning the proposed issuance of Reno-Tahoe Airport Authority, Nevada, airport system revenue bonds, in the maximum aggregate principal amount of \$50,000,000

The public hearing was opened at 9:59 a.m. Hearing no comments and receiving no written comments prior to the meeting, the public hearing was closed at 10:01 a.m.

9.3 **Board Memo #: 07/2022-48:** Adoption of Resolution No. 559 Approving a Non-Revolving Credit Agreement for the Issuance of the Reno-Tahoe Airport Authority, Airport System Subordinate Lien Revenue Bonds, Series 2022, Subseries A (AMT), Subseries B (Non-AMT) and Subseries C (Taxable), in the Maximum Aggregate Principal Amount of \$50,000,000; and Providing the Effective Date

Randy Carlton presented this item to the Board. This item was first heard by the Finance and Business Development Committee on July 12, 2022. After hearing the presentation, the Chair read into the record the declaration of a conflict by Richard Jay followed by his intent to recuse himself from any discussion. As Trustee Jay was not present at the meeting, either in person or virtually, he did not participate in the discussion. The Board then discussed the matter and took the following action:

Motion: Adopt Resolution No. 559 approving a Non-Revolving Credit Agreement for the issuance of the Reno-Tahoe Airport Authority, Airport System Subordinate Lien Revenue Bonds, Series 2022, Subseries A (AMT), Subseries B (Non-AMT) and Subseries C (Taxable), in the Maximum Aggregate Principal Amount of \$50,000,000; and Providing the Effective Date

Moved by: Jenifer Rose

Seconded by: Lisa Gianoli

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.4 **Board Memo #: 07/2022-49:** Adoption of Resolution No. 557 – Rescinding Resolution No. 550 – and increasing the authorization and approval authority for the President/CEO, or Authorized Representative, regarding Construction Contracts and Change Orders; Professional Services Agreements, Amendments and Work Orders; Contracts purchasing Goods, Materials, Supplies, Equipment, Technical Services, and Maintenance; and approving All Revenue Contracts Except those that are, in Combination, more than 5 Years

in Term, Including Options, and Generate Aggregate Revenues of Two Hundred Fifty Thousand Dollars or More

Holy Luna presented this item to the Board. This item was first heard by the Finance and Business Development Committee on June 7, 2022. After hearing the presentation and having discussion, the Board took the following action:

Motion: Adopt Resolution No. 557, a Resolution rescinding Resolution No. 550, and increasing the President/CEO, or authorized representative's approval authority to approve budgeted expenditure agreements for construction contracts equal to or less than \$500,000 together with attendant change orders where the sum of the total net of change orders per contract does not to exceed \$250,000; professional services agreements equal to or less than \$200,000 and amendments whose combined total does not exceed \$50,000; any single Work Order that does not exceed \$250,000; and to purchase goods, materials, supplies, equipment, technical services, and maintenance contracts, including all change orders, equal to or less than \$250,000.

In addition, adopt the language in Resolution No. 557 recognizing the inherent authority of the President/CEO or authorized representative, to approve all revenue generating contracts except those that are, in combination, more than 5 years in Term, including options, and generate aggregate revenues of \$250,000 or more.

Moved by: Shaun Carey

Seconded by: Jennifer Cunningham

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Sperber

No: Jenifer Rose, Jessica Sferrazza

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.5 Board Memo #: 07/2022-50: Repeal of Resolution No. 514 "A Resolution Amending Resolution No. 463, Relating to the Airport Noise Advisory Panel and the By-Laws as Authorized by the Board of Trustees of the Reno-Tahoe Airport Authority," Establishment of a New President/CEO-led Committee to be named the Airport Sustainability Advisory Committee, and Adoption of By-Laws for the Airport Sustainability Advisory Committee (ASAC)

Lissa Butterfield presented this item to the Board. Ms. Butterfield explained to the Board that a change is being requested to the proposed Bylaws, after the posting of the agenda, as follows:

1. Eliminate FAA personnel from "additional member" list (page 1)
2. Add phrase "FAA staff are invited to attend ASAC meetings to provide technical expertise and advice, subject to FAA resource availability (page 2)
3. Add language that clarifies that FAA representatives are non-voting members (page 2)

Ms. Butterfield requested that the motion include these changes. (A copy of the revised By-Laws are attached to these minutes for reference.)

After hearing the presentation and having discussion, the Board took the following action:

Motion: Repeal Resolution No. 514 “A Resolution Amending Resolution No. 463, Relating to the Airport Noise Advisory Panel and the By-Laws as Authorized by the Board of Trustees of the Reno-Tahoe Airport Authority,” establish a new President/CEO-led Committee to be named the Airport Sustainability Advisory Committee, and adopt by-laws for the Airport Sustainability Advisory Committee (ASAC), **with amended language as proposed by staff.**

Moved by: Jenifer Rose

Seconded by: Carol Chaplin

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.6 Board Memo #: 07/2022-51: Authorization for the President/CEO to purchase equipment and implementation services related to the installation of a Common Use Passenger Processing System (CUPPS) Project at RNO in the amount of \$449,190

This item having been heard by the Finance and Business Development Committee on July 12, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Authorize the President/CEO to purchase equipment and implementation services related to the installation of a Common Use Passenger Processing System (CUPPS) Project from SITA Information Networking Computing USA, Inc in the amount of \$449,190

Moved by: Jessica Sferrazza

Seconded by: Jenifer Cunningham

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.7 Board Memo #: 07/2022-52: Authorization for the President/CEO to execute a Construction Contract for the AHU-1 Procurement for the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with Mt. Rose Heating and Air Conditioning, Inc. in the amount of \$1,223,790

This item having been heard by the Planning and Construction Committee on July 12, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Authorize the President/CEO to execute a Construction Contract for the AHU-1 Procurement for the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with Mt Rose Heating and Air Conditioning, Inc. in the amount of \$1,223,790

Moved by: Jessica Sferrazza

Seconded by: Lisa Gianoli

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.8 Board Memo #: 07/2022-53: Authorization for the President/CEO to execute a Construction Contract for the Bid Package #1 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc. for the Guaranteed Maximum Price of \$1,466,549

This item having been heard by the Planning and Construction Committee on July 12, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Authorize the President/CEO to execute a Construction Contract for the Bid Package #1 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc. for the Guaranteed Maximum Price of \$1,466,549

Moved by: Art Sperber

Seconded by: Shaun Carey

Aye: Trustees Carey, Chaplin, Cunningham, Gianoli, Kramer, Rose, Sferrazza, Sperber

No: None

Absent: Richard Jay

Abstain: None

Vote: Motion passed

9.9 Ticketing Hall update

Amanda Twitchell and Roddy Boggus with RS&H presented this update to the Board. Mr. Boggus discussed the steps that have been taken since the last update and presented pictures of the latest designs.

9.10 Disadvantaged Business Enterprise program update

Chris Cobb presented this update to the Board. This update recapped the stakeholder meeting held as part of the Disadvantage Business Enterprise program and discussed a draft of the three year DBE goals for FY 2023-2025.

10. BOARD MEMBER COMMENTS, QUESTIONS AND REQUESTS FOR AGENDA ITEMS

Chair Kramer requested that the Trustees let him know if they are interested in any of the committee or group positions for this fiscal year. He will be announcing those assignments at the August Board meeting.

He requested that in addition to City of Reno and City of Sparks, that Washoe County is also represented in the Art Program.

Chair Kramer also requested that the airport look for a naming opportunity to honor Gen. Bob Herbert given his incredible involvement in aviation in this community.

Trustee Carey requested an update on the status of the Air Races.

11. UPCOMING RTAA MEETINGS

Date	Time	Meeting
07/21/2022	5:30 p.m.	Community Outreach Committee (COC)
08/09/2022	9:00 a.m.	Finance & Business Development Committee
08/09/2022	10:00 a.m.	Planning & Construction Committee
08/11/2022	9:00 a.m.	Board of Trustees
09/06/2022	9:00 a.m.	Finance & Business Development Committee
09/06/2022	10:00 a.m.	Planning & Construction Committee
09/08/2022	9:00 a.m.	Board of Trustees
09/15/2022	3:30 p.m.	Airport Noise Advisory Panel (ANAP)
10/11/2022	9:00 a.m.	Finance & Business Development Committee
10/11/2022	10:00 a.m.	Planning & Construction Committee
10/13/2022	9:00 a.m.	Board of Trustees
10/20/2022	5:30 p.m.	Community Outreach Committee (COC)
12/15/2022	3:30 p.m.	Airport Noise Advisory Panel (ANAP)
01/19/2023	5:30 p.m.	Community Outreach Committee (COC)
04/20/2023	5:30 p.m.	Community Outreach Committee (COC)

There was no discussion on this item.

12. PUBLIC COMMENT

None.

13. ADJOURNMENT

The meeting was adjourned at 12:01 p.m.

Richard Jay, Secretary



BOARD OF TRUSTEES

Adam Kramer, Chair
Richard Jay, Vice Chair
Jenifer Rose, Secretary
Lisa Gianoli, Treasurer
Shaun Carey, Trustee
Carol Chaplin, Trustee
Jennifer Cunningham, Trustee
Jessica Sferrazza, Trustee
Art Sperber, Trustee

PRESIDENT/CEO
Daren Griffin, A.A.E.

GENERAL COUNSEL
Ann Morgan, Fennemore Craig

CLERK OF THE BOARD
Lori Kolacek

DRAFT
MINUTES

REGULAR MEETING OF THE BOARD OF TRUSTEES

Date: Thursday, August 11, 2022

Time: 9:00 a.m.

Location: Reno-Tahoe International Airport, 2001 E. Plumb Lane, Reno
Admin Offices, Main Terminal Building, Second Floor

1. INTRODUCTORY ITEMS

1.1 Call to Order

The meeting was called to order at 9:00 a.m.

1.2 Pledge of Allegiance

1.3 Roll Call

Roll was taken by the Clerk of the Board.

Present: Adam Kramer

Richard Jay
Lisa Gianoli
Jenifer Rose
Shaun Carey
Carol Chaplin
Jennifer Cunningham
Jessica Sferrazza
Art Sperber

Absent: None

2. PUBLIC COMMENT

There were no public comments.

3. APPROVAL OF AGENDA

It was requested that the approval of the July 14, 2022, minutes be removed from the agenda for revisions. They will be brought back at the September Board meeting for approval.

Motion: Motion to approve the agenda with the removal of item 4.1.

Moved by: Richard Jay

Seconded by: Lisa Gianoli

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber

Vote: Motion passed

4. APPROVAL OF MINUTES

4.1 July 14, 2022, Regular Board Meeting

This item was removed from the agenda to allow for revisions.

5. PRESIDENT/CEO REPORT

CEO Griffin commemorated the launch of Spirit Airlines. He thanked all the special guests for their participation in the inaugural event. He reported that the airport closed on the interim borrowing program and that is now an available source of funds which the airport will begin using for the ticket hall expansion project. He commented on the upcoming Burning Man event. Lastly, he congratulated Ricardo Duarte on his promotion to Police Chief.

Ted Ohm gave a safety tip on the importance of avoiding distractions while driving and also being aware of your surroundings when not driving.

6. BOARD MEMBER REPORTS AND UPDATES

Chair Kramer thanked Mayor Schieve for her participation in the Spirit inaugural.

7. ITEMS OF SPECIAL INTEREST

None.

8. CONSENT ITEMS FOR BOARD ACTION

Items in this section will be approved in one motion, unless an item is removed for individual discussion.

- 8.1 Board Memo #08/2022-54:** Authorization for the President/CEO to negotiate final terms and execute a five-year Nonexclusive Automated Teller Machine Concession License with two two-year extension options for ATM Services with BaumTech, LLC at the Reno-Tahoe International Airport with a minimum estimated contract value of \$400,400

Motion: Motion to approve Item 8.1

Moved by: Richard Jay

Seconded by: Art Sperber

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber
Vote: Motion passed

9. INFORMATION / POSSIBLE ACTION ITEMS

9.1 Board Memo #08/2022-55: Authorization for the President/CEO to negotiate final terms and execute a nine (9) month Commercial Hangar and Ground Lease and execute a 2022 Special Event License with Reno Air Racing Association, Inc. located at the Reno-Stead Airport for a total combined minimum contract value of \$192,672

This item having been heard by the Finance & Business Development Committee on August 9, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Move to authorize the President/CEO to negotiate final terms and execute a nine-month Commercial Hangar and Ground Lease and negotiate final terms and execute a 2022 Special Event License with Reno Air Racing Association Inc. located at the Reno-Stead Airport with a total combined minimum contract value of \$192,672

Moved by: Jennifer Cunningham

Seconded by: Lisa Gianoli

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber

Vote: Motion passed

9.2 Board Memo #08/2022-56: Authorization for the President/CEO to execute a 5-year agreement for the Common Use Passenger Processing System (CUPPS) at the Reno-Tahoe International Airport with SITA Information Networking Computing USA, Inc. in the total amount of \$1,031,540, reflecting three purchasing actions: an administratively approved purchase of \$160,070 for kiosks, initial hardware, printers, peripherals, CUPPS Flex technology and installation, a previous Board approved purchase of \$449,190 for additional hardware, CUPPS technology, 8 months of support and services to continue the implementation of the CUPPS technology and an additional expenditure of \$422,280 for maintenance support, shipping cost, HP price increase and network equipment

This item having been heard by the Finance & Business Development Committee on August 9, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Move to authorize the President/CEO to execute a 5-year agreement with SITA Information Networking Computing USA, Inc for the Common Use Passenger Processing System (CUPPS) at the Reno-Tahoe International Airport in the total amount of \$1,031,540, reflecting three purchasing actions: an administratively approved purchase of \$160,070 for kiosks, initial hardware, printers, peripherals, CUPPS Flex technology and installation, a Board approved purchase of \$449,190 for additional hardware, CUPPS technology, 8 months of support and services to continue the implementation of the CUPPS technology and an additional expenditure of \$422,280 for maintenance support, shipping cost, HP price increase and network equipment

Moved by: Jenifer Rose

Seconded by: Jennifer Cunningham

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber
Vote: Motion passed

- 9.3 Board Memo #08/2022-57:** Authorization for the President/CEO to execute a Construction Contract for the Arrival and Departure Escalator Modernization Project at the Reno-Tahoe International Airport with KONE, Inc. accepting the Base Bid and Alternate 2 in the amount of \$1,962,000 and authorizes an Owner's Contingency in the amount of \$150,000

This item having been heard by the Planning & Construction Committee on August 9, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Move to authorize President/CEO to execute a Construction Contract for the Arrival and Departure Escalator Modernization Project at the Reno-Tahoe International Airport with KONE, Inc., accepting the Base Bid and Alternate 2 for a total amount of \$1,962,000 and authorizes an Owner's Contingency in the amount of \$150,000

Moved by: Art Sperber

Seconded by: Carol Chaplin

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber

Vote: Motion passed

- 9.4 Board Memo #08/2022-58:** Authorization for the President/CEO to award a Construction Contract for the Reno Stead Pavement Maintenance Project – 2022 at the Reno-Stead Airport, with Sierra Nevada Construction Inc., accepting the Base Bid and Bid Alternates 1 - 4 in the amount of \$557,007 and authorizes an Owner's Contingency in the amount of \$80,000

This item having been heard by the Planning & Construction Committee on August 9, 2022, and being recommended for approval by that Committee, no presentation was requested by the Board and there was no further discussion on this item.

Motion: Move to authorize the President/CEO to award a Construction Contract for the Reno Stead Pavement Maintenance Project – 2022 at the Reno-Stead Airport, with Sierra Nevada Construction Inc., accepting the Base Bid and Bid Alternates 1 - 4 in the amount of \$557,007 and authorizes an Owner's Contingency in the amount of \$80,000

Moved by: Art Sperber

Seconded by: Jenifer Rose

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber

Vote: Motion passed

- 9.5 Board Memo #08/2022-59:** Approval of Reno-Tahoe Airport Authority Chair's Permanent Committee Appointments for Fiscal Year 2022-2023

Trustee Rose inquired about the structure of the Community Outreach Committee (COC) and the elimination of the Vice Chair. CEO Griffin confirmed that they have eliminated that position. Staff will be looking at future makeup of that committee, the frequency of meetings, and how to get more involvement. Trustee Sferrazza suggested combining the new Airport Sustainability

Advisory Committee (ASAC) with the COC. CEO Griffin stated it will take Board action to accomplish that, but agrees it is something to look into to relieve the burden of staff and gain participation of the community.

Trustee Chaplin asked the Board to also consider whether the Air Service Liaison Committee is necessary given the fact that we now have Trustee representation on the Regional Air Service Corporation (RASC) that we didn't have in the past. CEO Griffin agrees this committee may no longer be necessary and an agenda item to dissolve the committee will be brought to the Board for approval.

After the discussion, the Board took the following action:

Motion: Motion to approve the Chairman's Permanent Committee appointments for Fiscal Year 2022-2023, with the exception of the Air Service Liaison

Moved by: Jessica Sferrazza

Seconded by: Carol Chaplin

Aye: Trustees Kramer, Jay, Gianoli, Rose, Carey, Chaplin, Cunningham, Sferrazza, Sperber

Vote: Motion passed

10. BOARD MEMBER COMMENTS, QUESTIONS AND REQUESTS FOR AGENDA ITEMS

Trustee Sferrazza made a suggestion to have Charles Harris of the RSCVA give a presentation at a future Board meeting. Trustee Jay inquired about Operation Santa Clause and encouraged staff to have this event this year.

11. UPCOMING RTAA MEETINGS

Date	Time	Meeting
09/06/2022	9:00 a.m.	Finance & Business Development Committee
09/06/2022	10:00 a.m.	Planning & Construction Committee
09/08/2022	9:00 a.m.	Board of Trustees
		ConRAC Design Workshop (to follow Board Meeting)
09/15/2022	3:30 p.m.	Airport Sustainability Advisory Committee (ASAC)
10/11/2022	9:00 a.m.	Finance & Business Development Committee
10/11/2022	10:00 a.m.	Planning & Construction Committee
10/13/2022	9:00 a.m.	Board of Trustees
10/20/2022	5:30 p.m.	Community Outreach Committee (COC)
11/08/2022	9:00 a.m.	Finance & Business Development Committee
11/08/2022	10:00 a.m.	Planning & Construction Committee
11/10/2022	9:00 a.m.	Board of Trustees

12. PUBLIC COMMENT

Diana Oldag, Account Director for SITA, addressed the Board thanking them for their approval of the Common Use contract. Art Rempp, Chief Technology Officer also expressed his appreciation to the Board for their support of the technology team.

13. ADJOURNMENT

The meeting was adjourned at 9:40 a.m.

Jenifer Rose, Secretary

DRAFT

President/CEO Report

To: All Board Members
From: Daren Griffin, President/CEO
Date: September 2022

COMMERCIAL BUSINESS

PROPERTIES AND AIRPORT ECONOMIC DEVELOPMENT

RNO Land Development

New Air Cargo Development RFP – RNO Southwest Quadrant

The Selection Committee (Committee) identified a possible development partner for this project. Next step is to execute an Option Agreement to allow feasibility analysis on market demand, federal funding sources and the FAA environmental process.

AIR SERVICE DEVELOPMENT

Airline Headquarter Visits

During the week of August 15, CEO Griffin, COO Iftiger, and CFO Carlton, along with Chair Kramer traveled to American Airlines, Southwest Airlines, and United Airlines, to obtain airline leadership input and support for the New Build alternative. Additionally, information was shared regarding the MoreRNO vision, regional growth, the concourse redevelopment alternatives process, financial analysis and RNO air service.

Reno Tahoe Community Airport Preferences Survey Public Report

The 2022 Reno-Tahoe Community Airport Preferences Survey, which was conducted earlier in the year in partnership with the Reno-Sparks Convention & Visitors Authority and the Economic Development Authority of Western Nevada, was a successful endeavor with 2,455 viable responses. Staff gained a comprehensive understanding of catchment area residents, both new and established, relative to their perceptions of RNO, air service utilization, changing socioeconomics, and travel preferences. Staff enlisted KPS3 to help summarize the survey findings into two comprehensive deliverables. One deliverable was created for airlines and the other was created for the Reno-Tahoe community. Each provides a narrative of the results, with highlighted statistics and insights. The airline report was shared with the airlines that attended the JumpStart Air Service Development Conference in June, and, in August, the community report was shared with the organizations that distributed the survey on our behalf and other local stakeholders. A link to the community report has been placed on the airport website.

Aha! Discontinuation of Service

On August 23, aha!, operated by ExpressJet, announced that they were filing for Chapter 11 and ceasing all flight operations effective immediately. The Company cited the following as key reasons for the decision:

- Growth, a core element of its business plan, was hampered by lack of availability of aircraft and the inability to swiftly establish passenger servicing infrastructure in smaller airports.
- Lower revenues, from factors including the impact of COVID-19 variants and the inability to implement hotel bundle offers - foundational to aha!'s "air hotel adventure" plans.
- Fuel prices and other cost inputs exercised an unexpected toll on finances.

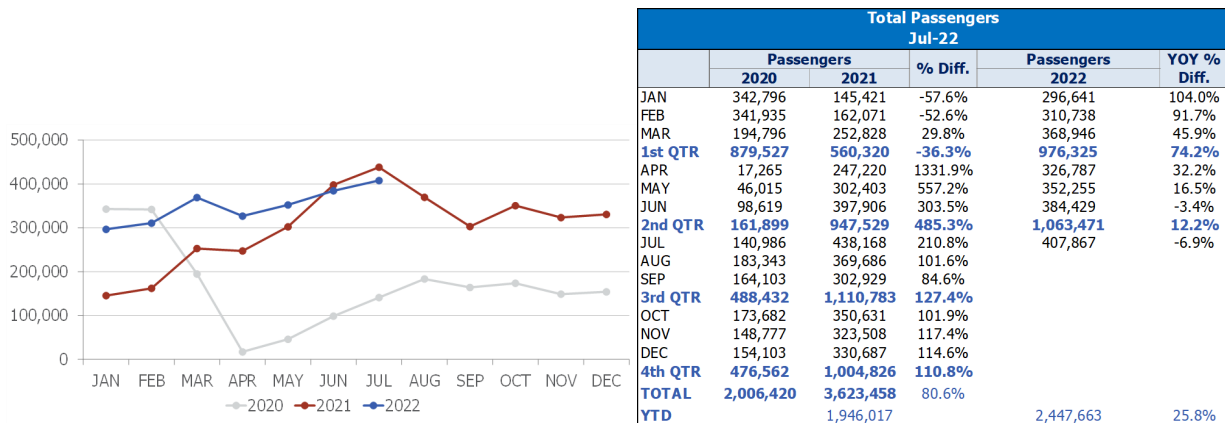
aha! began service at RNO in October 2021 with eight non-stop destinations. Since then, they had added four new routes, and had planned to begin service to Boise at the end of August. aha! was based at RNO.

Staff are analyzing aha! route performance metrics and will create business cases as appropriate to discuss with other airlines to see if they will backfill the service. Staff anticipates targeting lost aha! routes with incumbent carriers. Conversations will take place prior to and at the Routes World Air Service Conference in Las Vegas this October.

Total July 2022 RNO Passengers

Reno-Tahoe International Airport (RNO) served 407,867 passengers in July 2022, a decrease of 6.9% versus July 2021. In July 2022, RNO was served by 11 airlines to 30 non-stop destinations. The total seat capacity decreased 11.8 % and flights decreased 18.0% when compared to July 2021.

JSX offers non-stop flights from RNO to Las Vegas, Orange County and Burbank using a 30-seat Embraer 135/145 aircraft. JSX operates out of Stellar Aviation, a private Fixed Base Operator, located at 485 South Rock Blvd.



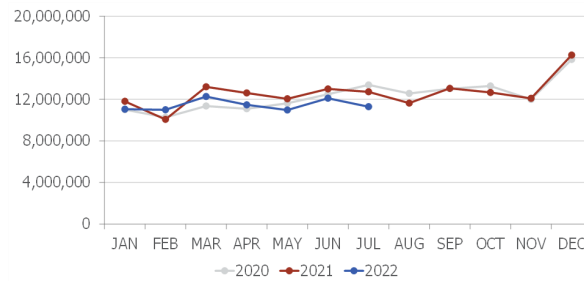
September 2022 RNO Flight Schedule			
Destination	Airlines	Total Departures	Details
Austin	American	30	Daily
Burbank	Southwest	27	Daily - no flights on 10, 17, 24
Chicago-O'Hare	United	5	Daily 1 - 5, suspended for the season after that
Dallas-Love	Southwest	1	One flight on Sep 3
Dallas/Fort Worth	American	119	Four daily
Denver	Southwest	82	Three daily. Two daily Sep 1-5 and Sat
	United	93	Three daily
Guadalajara	Volaris	22	Five weekly. Mon - Fri
Houston-Intercontinental	United	22	Five weekly. Mon, Thu, Fri, Sat, Sun
Las Vegas	Allegiant	10	Twice weekly. Thu, Sun
	Frontier	13	Three weekly. Mon, Fri, Sat
	Southwest	223	Seven to eight flights daily
	Spirit	60	Twice daily
Long Beach	Southwest	53	Twice daily. Once daily on Sat, Sun
Los Angeles	Alaska	6	Daily 1 - 6
	American	15	Daily 1, 2, 7, 8. Twice daily 3. Three daily 4 - 6
	Delta	92	Three daily
	JetBlue	18	Four weekly Mon, Thu, Fri, Sun
	Southwest	53	Twice daily. Once daily on Sat, Sun
	United	52	Twice daily. Once daily on Thu, Sun
Minneapolis/St. Paul	Delta	3	Once a day on 10, 17, 24
	Sun Country	4	Once a day arrival on Thu and departure on Sun
New York-JFK	JetBlue	30	Daily
Newark	United	2	Once daily on 4 and 5
Oakland	Southwest	52	Twice daily. Once daily on Sat, Sun
Phoenix	American	78	Three daily. Twice daily on Tue, Wed, Sat
	Southwest	64	Twice daily. Three daily 1, 2, 4, 5
Portland	Alaska	45	Twice daily. Once daily Mon, Tue, Wed, Fri
Salt Lake City	Delta	118	Four daily
San Diego	Southwest	60	Twice daily
San Francisco	United	125	Four Daily. Five to six daily 1 - 5
San Jose	Southwest	30	Daily
Seattle	Alaska	111	Three to four daily

Multiple airlines in a market

8.25.2022

Total July 2022 RNO Cargo Volume

RNO handled 11,289,066 pounds of air cargo in July 2022, a decrease of 11.3% when compared to July 2021.



Total Cargo Volume in Pounds						
Jul-22						
	2020	2021	% Diff.	2022		YOY % Diff.
	Cargo in Pounds			Pounds	Metric Tons	
JAN	11,008,444	11,805,228	7.2%	11,052,383	5,012	-6.4%
FEB	10,266,728	10,068,001	-1.9%	10,991,076	4,985	9.2%
MAR	11,356,256	13,204,912	16.3%	12,265,793	5,563	-7.1%
1st QTR	32,631,428	35,078,141	7.5%	34,309,252	15,560	-2.2%
APR	11,090,789	12,611,682	13.7%	11,470,613	5,202	-9.0%
MAY	11,613,489	12,048,247	3.7%	10,966,757	4,974	-9.0%
JUN	12,488,906	13,000,085	4.1%	12,105,721	5,490	-6.9%
2nd QTR	35,193,184	37,660,014	7.0%	34,543,091	15,666	-8.3%
JUL	13,387,102	12,722,035	-5.0%	11,289,066	5,120	-11.3%
AUG	12,563,172	11,636,003	-7.4%			
SEP	13,014,081	13,055,518	0.3%			
3rd QTR	38,964,355	37,413,556	-4.0%			
OCT	13,281,548	12,660,541	-4.7%			
NOV	11,988,995	12,089,489	0.8%			
DEC	15,834,177	16,260,767	2.7%			
4th QTR	41,104,720	41,010,797	-0.2%			
TOTAL	147,893,687	151,162,508	2.2%			
YTD		85,460,190		80,141,409	36,345	-6.2%

OPERATIONS & PUBLIC SAFETY

Department	Event	July 2022	July 2021	July 2020
Joint Actions	Aircraft Alerts: ARFF, Ops, Police, Aircom	3	4	5
	Medicals: ARFF, Ops, Police, Aircom	27	26	9
Operations	Inspections	65	80	69
	Wildlife Incidents	4	3	4
Police	TSA Checkpoint Incidents	20	18	2
	Case Numbers Requested	13		39
Security	Alarm Responses	295	288	124
	Inspections: Vehicle, Delivery, Employee	1191	1048	562
ARFF	Inspections: Fuelers/Facilities	2/0	1/11	4/0
Landside	Public Parking – Total Revenue	\$1,323,701.00	\$1,126,000.00	\$337,140.00
	Public Parking – Total Transactions	41,364	45,139	16,584
	Public Parking – Average \$ Per Transaction	\$32.00	\$24.95	\$20.33
	Shuttle & Bus Trips Through GT Transportation Network	8,366	8,627	3,017
	Company Trips	13,894	11,754	4,143
	Taxi Trips Through GT	5,865	7,836	1,496

PLANNING & INFRASTRUCTURE

FACILITIES & MAINTENANCE

No items to report this month.

ENGINEERING & CONSTRUCTION

No items to report this month.

PLANNING & ENVIRONMENTAL

Annual Environmental Inspections

As required by the State of Nevada Storm Water General Permit NVR050000, annual assessments of environmental and regulatory compliance inspections were completed by staff in August 2022. These annual site visits are conducted to help identify potential environmental and regulatory compliance issues with Airport Authority and tenant operations occurring at the Reno-Stead and the Reno-Tahoe International Airport. No major environmental compliance issues were identified.

Recycling at Reno-Tahoe International Airport

The COVID-19 pandemic has significantly disrupted the recycling. Many items designated as reusable, communal, or secondhand have been temporarily barred to minimize person-to-person exposure. This has significantly reduced the amount of airport recycling and the diversion rate. Staff successfully collected approximately 39.37 tons of recyclable material during FY21-22. These recyclables equate to a 8.7 percent diversion rate of the airport's total waste volume. The annual recycling objective is 10 percent.

Material	FY 20-21 (Tons)	FY 21-22 (Tons)
Cardboard	17.54	28.80
Single-Stream Recyclables (Paper, Glass, Cans, etc.)	0	10.27
Batteries	0.54	.30
Total	18.08	39.37

PEOPLE, CULTURE AND EQUITY

Time frame: 7/28/2022 through 8/28/2022	
Open Positions	25
New Starts	3
Resignations/Terminations*	4
Promotions	1
<i>*Termination refers to an employee leaving under any circumstances, good or bad.</i>	

MARKETING & PUBLIC AFFAIRS

MARKETING

Marketing staff continues work on the MoreRNO brand, including internal and external communications, and advertising with the help of KPS3. Signage inside and outside the ticketing hall is also a major focus to help with passenger wayfinding and education on the MoreRNO program. The new website was launched and updates continue to be made, including preparation for a route mapping tool that will soon be added to the website.

MEDIA AND PUBLIC OUTREACH

As we welcomed Burning Man back to Reno Tahoe for the first time in two years, the public affairs team coordinated multiple media interviews and live broadcasts for media outlets to speak with Burners traveling through RNO. The public affairs staff also fielded media questions regarding aha! and updated RNO assets as appropriate to reflect the change in service. Media also did a story during Labor Day weekend to push use of the free waiting lot and help with congestion on the loop road.

On August 27, the community came out to welcome home 40 Honor Flight veterans who traveled to Washington D.C. to visit the monuments established in their honor. It was their first trip of 2022. It was RNO's 36th Honor Flight homecoming and is the first of five to be celebrated through December. Future dates are September 24, October 15, November 6, December 4.

Just as the Employee Art Show came down from the depARTures Gallery in Concourse C, the annual Burning Man exhibition was installed. Curated by Sierra Arts Foundation and running through October 24, the exhibit is a photo montage of images from the Playa.

GOVERNMENT AFFAIRS

A Director of Government Affairs, Lindsay Anderson, has been hired and is already meeting with representatives and making connections in this new role. Lindsay came to the RTAA after 10 years with the Washoe County School District.

RENO-TAHOE

A Region on the Rise

Data collected by the Reno-Tahoe Airport Authority, EDAWN and RSCVA helps us look at how our region is evolving alongside an increase in population and continued business diversification.

Our Region by the Numbers

 **1.5 MILLION**

Total Residents ⁽²⁰²¹⁾

 **33.3%**

Bachelor's degree or higher ⁽²⁰²¹⁾

 **+8%**

Net Population Growth ^(2021 vs 2019)

- The majority moved from Las Vegas, Sacramento, San Francisco, Los Angeles and San Jose

 **11**

Corporate HQs ⁽²⁰²¹⁾

 **15,200**

New Jobs ⁽²⁰²¹⁾

 **25**

New Companies ⁽²⁰²¹⁾

 **7.3%**

Average Wages Increase ^(2021 vs. 2020)

 **\$77,050**

Median Household Income ⁽²⁰²¹⁾



Reno-Tahoe
International
Airport



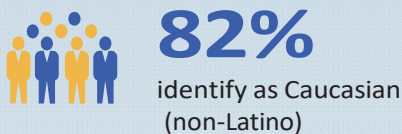
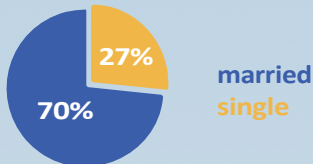
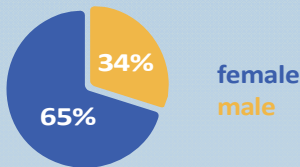
Reno
Sparks
Tahoe



Regional Survey

A multi-phase survey among regional residents was conducted during February and March 2022 to produce data for stakeholders to identify who residents are, and how to best meet their current and future travel needs. The survey received 2,463 usable survey responses.

Demographics of Respondents



Recent Relocation



Most have lived in their current residence for 10+ years (median) **23% have moved to this region within the past four years, mainly from another state and mainly for work.**



A higher share of these recent transplants are working as compared to longer term residents.



Those relocating within the last four years are somewhat younger, with slightly lower income, less likely to be married and have children and are more racially diverse than longer term residents.



They are likely to travel for leisure over the next two years and prefer outdoors and more energetic trip activities.



Newer residents expect to travel more compared to long-term residents, likely related to their higher employment rate.

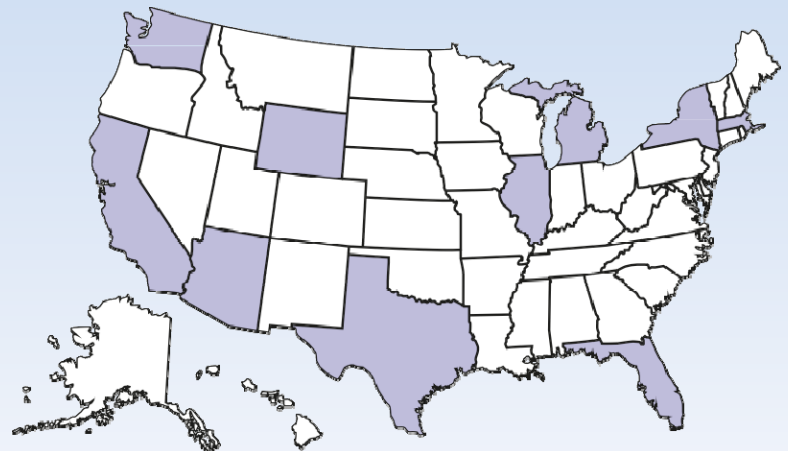


The recent residents are more likely to use shared ride services to and from the Reno airport.

Of those having moved to the greater Reno-Tahoe area in the **past four years**

- 53% came from another state
- 44% moved from within Nevada
- 3% are from another country

Of those that came from another state, 69% moved from one of these 10 states.



The Sky's the Limit

 **12 Airlines***

 **20+ Destinations****

RNO's highest number of airlines

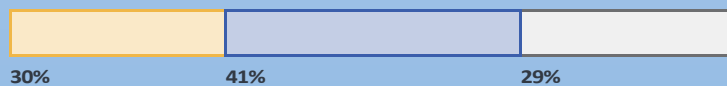
Reno-Tahoe is Ready to Travel




Our primary and secondary "catchment" service area has 1.5 million residents and thousands of bustling businesses. The region has been experiencing robust growth in multiple economic sectors, which is expected into the foreseeable future.

Resident leisure travel plans over the next two years



Resident business travel plans over the next two years



 More trips  Same amount  Fewer trips

Across segments leisure/vacation/visiting was the main purpose by 75% for the most recent flight using RNO.

Of those who last flew for business, 61% expect to take more business trips in the next two years.

Employment

Top Employment Sectors Overall

13% healthcare

11% government

11% education

7% tourism/hospitality

6% retail

5% business services



Work From Home

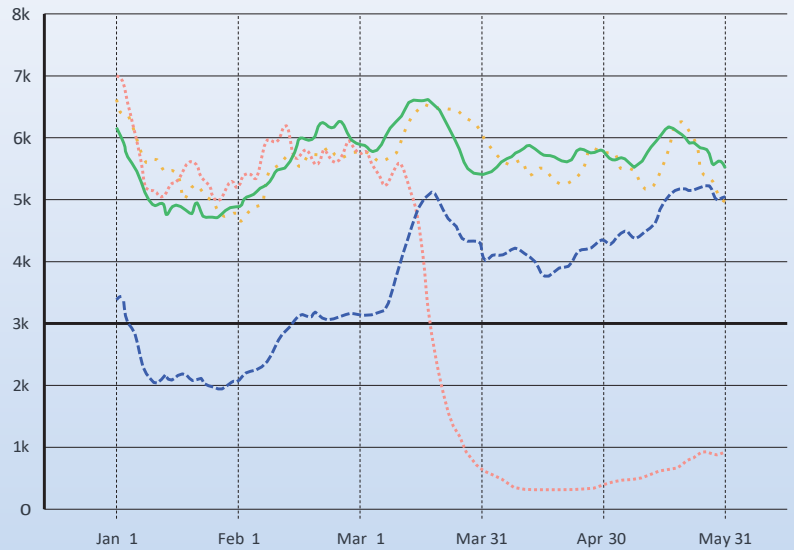
Of the 23% who work from home (don't commute), 15% are remote employees and 8% are self-employed.

Growing with Reno-Tahoe



RNO Enplaned Passengers

Source: TSA Passenger Bookings



Where Do We Go?

Among those not using RNO, 4% said they prefer **more non-stop flights** to additional destinations.

Survey respondents' desired nonstop destinations:

- Washington, D.C.
- Boston
- Atlanta
- Charlotte
- Orlando
- Chicago Midway
- San Antonio
- Nashville
- Hawaii
- Elko
- Vancouver, CA
- Los Cabos, MX
- Puerto Vallarta, MX

During the pandemic, on average, RNO passengers continued to recover faster than the U.S. traffic. According to the TSA bookings data, as of June 1, 2022, RNO passengers are 10% higher than 2019 whereas U.S. traffic is down 10%.



Types of Leisure Trips Preferred





Sources

A multi-phase survey among regional residents was conducted during February and March 2022 to produce fact-based data for stakeholders to identify who residents are, and how to best meet their current and future air service and related needs. The survey received 2,463 usable survey responses.

Applied Analysis Consulting 2022

Additional regional data is from the Economic Development Authority of Western Nevada.

Population growth data from Mead & Hunt Consulting (June 2021 Migration Study).

*Since 2019, 3 new airlines have entered the RNO market: JSX (Sept 2020), Spirit (Aug 2022), and Sun Country (Sept 2022).

**As of August 2022 – RNO offers 20+ nonstop destinations.

Reno-Tahoe International Airport

Reno-Tahoe International Airport
2001 E. Plumb Lane
Reno, Nevada 89502

(775) 328 - 6400

Board Memorandum

To: All Board Members

Memo #: 09/2022-60

From: Daren Griffin, President/CEO

Subject: Authorization for the President/CEO to execute a Construction Contract for the Remote Economy Parking Lot Construction Project Phase 1 at Reno-Tahoe International Airport, with Armac Excavating & Paving, LLC accepting the Base Bid and Bid Alternate 1 in the amount of \$1,135,043 and authorize an Owner's Contingency in the amount of \$75,000

STAFF RECOMMENDATION

Staff recommends the Board authorize the President/CEO to execute a Construction Contract for the Remote Economy Parking Lot Construction Project Phase 1 at Reno-Tahoe International Airport, with Armac Excavating & Paving, LLC accepting the Base Bid and Bid Alternate 1 in the amount of \$1,135,043 and authorize an Owner's Contingency in the amount of \$75,000.

PURPOSE

The purpose of this action is to request authorization for the President/CEO to execute a Construction Contract for the Remote Economy Parking Lot Construction Project Phase 1 at Reno-Tahoe International Airport (RNO), with Armac Excavating & Paving, LLC accepting the Base Bid and Bid Alternate 1 in the amount of \$1,135,043 and authorize an Owner's Contingency in the amount of \$75,000.

This action is in support of the Reno-Tahoe Airport Authority (RTAA) Strategic Priorities as identified in the Reno-Tahoe Airport Authority Fiscal Year (FY) 2019-2023 Strategic Plan.

- Strategic Priority #3 – Facilities for the Future
- Strategic Priority #4 – Safety and Security
- Strategic Priority #6 – Customer Experience

BACKGROUND

The Remote Economy parking lot is located adjacent to the FAA's ASR (Radar) Tower at RNO. The parking lot is undeveloped and is approximately 4 acres in size. It is bordered to the west by Terminal Way, south and east by the rental car surface storage and maintenance lots, and to the north by the Nevada Department of Transportation (NDOT) off ramp.

The Remote Economy parking lot is an undeveloped vacant lot that has been mainly used as rental car overflow parking, and as a construction staging lot. With the increase in customer

parking demands, the parking lot is being developed to provide additional parking for airport tenant employees and as a low-cost customer parking lot.

The proposed parking lot has been deemed essential to Airport Landside Operations. With the earlier than expected return of passenger levels over the pre-pandemic levels, the RTAA is in immediate need of additional parking spaces. The RTAA is unable to wait for the additional recovered parking spaces that the ConRAC project will provide when it is completed in 2025 or 2026.

Over the past several years, the RTAA has been able to find offsite parking spaces at Wooster High School and the Reno-Sparks Convention Authority to accommodate the additional parking needs. To accommodate the passengers using the offsite parking locations, the RTAA rented buses to transport the passengers back and forth to the airport and the parking locations. The cost of the busing was exorbitant. With the return of conventions and the schools returning to full-time, the use of the previously used parking lots is not available.

DISCUSSION

The Remote Economy Parking Lot Phase 1 project is the first phase of a multi-phase project to add an additional 600 parking spaces. Construction consists of approximately 68,200 square feet (1.6 acres) of asphalt pavement, storm drain improvements and lighting. The RTAA was able to negotiate with Enterprise Rent-A-Car (also owners of National and Alamo rental cars) a land swap which will increase the efficiency for Enterprise by consolidating their two surface lots. Phase 1 will combine Enterprise's two surface lots into one by removing the existing fences separating the two lots, paving the alley that separates the lots, and expand the surface lot west to the state motor pool. In return the RTAA will receive the existing pavement north and east of Enterprise for immediate use.

With the land swap, the main entrance to the Remote Economy parking lot will be off Aviation Way as opposed to Terminal Way. This provides a more intuitive entrance to the lot. The Aviation Way entrance will save money by not having to widen Terminal Way. This allows construction with the first phase to begin in the fall of 2022 and will provide approximately 200 additional parking spaces for the 2022 holiday season.

The base bid includes 68,200 square feet of asphalt pavement, over 1000 lineal feet of new storm drain line, and 800 lineal feet of new fence line. One bid alternate was included with the Remote Economy Parking Lot Phase 1 Project which covered additional work necessary in the Blue Parking Lot Reconstruction Project. Repackaging the additional work with the Remote Economy Parking Lot Phase 1 Project provided a \$28,367 savings.

RTAA staff is currently working with J-U-B Engineers on the design of Phase 2 of the Remote Economy parking lot which is estimated to provide an additional 400 parking spaces. Phase 2 will be constructed in the spring of 2023.

Construction Documents for the Remote Economy Parking Lot Construction Project Phase 1 was publicly advertised on July 28, 2022, at the following locations: Reno Gazette Journal (RGJ), RTAA's website, and Nevada Government eMarketplace (NGEM). A pre-bid was held on August 4, 2022, and four contractors attended. The bid opening occurred on August 16, 2022,

with two contractors submitting bids. Bids results are shown below in Table 1 – Bid Tabulation below.

Table 1 – Bid Tabulation

Bidder	Base Bid	Bid Alternate 1	Bid Total
Sierra Nevada Construction	\$1,299,007	\$25,000	\$1,324,007
Armac Excavating & Paving	\$1,102,843	\$32,200	\$1,135,043
Engineer’s Estimate	\$1,448,727	\$56,060	\$1,504,787

The low, responsive, and responsible bidder is Armac Excavating & Paving in the amount of \$1,135,043. The bids were reviewed for conformance with the bid requirements by RTAA staff, with the recommendation to award the construction contract to Armac Excavating & Paving.

The total project duration is forty-five (45) calendar days. The Notice to Proceed is expected to be issued September 12, 2022, with construction of the parking lot completed by the end of October 2022. The following is the estimated schedule shown in Table 2 – Preliminary Schedule:

Table 2 – Preliminary Schedule

Activity	Date
Board Approval	September 8, 2022
Notice to Proceed	September 12, 2022
Construction	September 12 - October 26, 2022
Notice of Completion	October 26, 2022

COMPANY BACKGROUND

Armac Excavating & Paving is a full-service general engineering and building contractor with a local office in Carson City, Nevada. Work associated with this project is expected to be performed by the staff based in the Reno/Carson area and will primarily utilize locally based subcontractors and material suppliers. Armac Excavating & Paving has been in business since 2009 and this will be their first project for the RTAA.

FISCAL IMPACT

The design services were approved with the RTAA Capital Improvement Project FY 2021-22 midyear budget. The construction budget for Phases 1 & 2 in the amount of \$3,872,000 was approved with the RTAA Capital Improvement Project budget for FY 2022-2023.

The overall anticipated budget for the Remote Economy Parking Lot Construction Project Phase 1 is estimated at \$1,626,343 and a breakdown is provided below in Table 3 – Project Estimate at Completion:

Table 3 – Project Estimate at Completion

Description	Cost
Design (J-U-B Engineers)	\$311,400
Base Bid	\$1,102,843
Bid Alternates 1	\$32,200
Total Construction	\$1,135,043
Construction Management (Atkins)	\$99,900
Other Direct Costs	\$5,000
Owner’s Contingency	\$75,000
Estimate At Completion	\$1,626,343
Project Budget	\$3,872,000

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

COMMITTEE COORDINATION

Planning and Construction Committee

RECOMMENDED MOTION

Staff recommends that the Board adopt the following motion:

“It is hereby moved that the Board authorize the President/CEO to execute a Construction Contract for the Remote Economy Parking Lot Construction Project Phase 1 at Reno-Tahoe International Airport, with Armac Excavating & Paving, LLC accepting the Base Bid and Bid Alternate 1 in the amount of \$1,135,043 and authorize an Owner’s Contingency in the amount of \$75,000.”

Board Memorandum

To: All Board Members

Memo #: 09/2022-61

From: Daren Griffin, President/CEO

Subject: Authorization for the President/CEO to execute a Construction Contract for the Bid Package #2 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., accepting the Base Bid and Alternate 1, for the Guaranteed Maximum Price of \$25,678,143

STAFF RECOMMENDATION

Staff recommends the Board authorize the President/CEO to execute a Construction Contract for the Bid Package #2 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., accepting the Base Bid and Alternate 1, for the Guaranteed Maximum Price of \$25,678,143.

PURPOSE

The purpose of this action is to request authorization for the President/CEO to execute a Construction Contract for the Bid Package #2 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc (MBC). accepting the Base Bid and Alternate 1, for the Guaranteed Maximum Price (GMP) of \$25,678,143.

This action is in support of the Reno-Tahoe Airport Authority (RTAA) Strategic Priorities as identified in the Reno-Tahoe Airport Authority Fiscal Year (FY) 2019-2023 Strategic Plan.

- Strategic Priority #3 – Facilities for the Future
- Strategic Priority #4 – Safety and Security
- Strategic Priority #6 – Customer Experience

BACKGROUND

RS&H began the design for the Ticketing Hall Expansion Project in August 2021 and MBC was selected as the Construction Manager at Risk (CMAR) in October 2021. The project consists of constructing an approximately 9,500 sf expansion to the west and renovation of the existing ticketing hall located at the Reno-Tahoe International Airport. The scope includes modification of structural steel, elevator relocation, fire riser room relocation, upgraded utilities, roof replacement, new restrooms, and new finishes. The approximate project construction limits extend from the face of the ticket counters to approximately twenty (20) feet to the west of the existing exterior wall, and from the existing escalators at the north end to the south existing wall.

On July 14, 2022, The Board authorized the execution of two (2) other contracts related to the Ticketing Hall Expansion Project: the AHU-1 Procurement with Mt. Rose Heating and Air, and the single-ply roof and enabling work in Bid Package #1 with MBC.

DISCUSSION

On June 6, 2022, MBC issued an invitation to bid on the scope of work contained in Bid Package #2 to all pre-qualified bidders. Sealed bids were received at the MBC Reno office on July 7th at 2:00pm and the bid opening took place that same day at the RTAA offices. The bidding process complied with Nevada Revised Statutes (NRS) 338, including prequalification of all bidders and owner participation at all bid openings. A summary of the Bid Package #2 GMP is shown below in Table 1 – Bid Package #2 Summary below:

Table 1 – Bid Package #2 Summary

Description	Cost
General Conditions	\$2,657,173
Work/Construction	\$19,379,919
CMAR Contingency	\$581,250
Owner Contingency (Estimated in Risk Register)	\$854,513
CMAR Fee	\$2,205,288
Total GMP	\$25,678,143

Program Management/Construction Management services for construction are not included and are being procured separately.

The following is the tentative schedule identifying major milestones for the project shown in Table 2 – Preliminary Schedule

Table 2 – Preliminary Schedule

Activity	Dates
Enabling Work	08/29/22-10/10/22
Construction (*temp wall down)	10/10/22-*02/01/24
Punch List/Finalization	02/01/24-03/06/24
Substantial Completion	03/06/24
Post Substantial Completion Construction	03/07/24-04/03/24
Project Closeout	04/03/24-06/07/24

COMPANY BACKGROUND

McCarthy is the oldest privately held construction firm in the United States and is ranked number 19 on the ENR Top 400 contractor listing (2021). They were founded in 1864 and have had a

presence in Nevada since 1973. The services on this project have been provided by members of their Reno, Las Vegas, and Phoenix offices.

McCarthy brings expertise in both CMAR and aviation projects. 80% of their projects are delivered through alternative delivery methods, including CMAR, and they have constructed over \$3 billion of projects at active airports. Past aviation clients include McCarran International Airport, Phoenix Sky Harbor International Airport, and John Wayne Airport.

McCarthy prioritizes the utilization of local talent (subcontractors, vendors, and union workers), and also believe building stronger communities goes beyond constructing spaces. Their team members are passionate about building neighborhoods and improving lives by helping those in need.

FISCAL IMPACT

This project is a RTAA Capital Improvement Project and was approved with the FY 2022-23 budget. The construction is being funded by a combination of money from the RTAA General Fund as well as through the letter of credit, to be repaid by CARES or ARPA funding.

The program budget and other project costs are tabulated in the following Table 3 – Project Estimate at Completion:

Table 3 – Project Estimate at Completion

Description	Cost
Design	\$2,205,821
CMAR Pre-Con	\$300,000
CM Pre-Con	\$39,080
Bid Package #1	\$1,466,549
AHU-1 Procurement	\$1,223,790
Bid Package #2	\$25,678,143
Construction Management	\$1,359,900
Other Direct Costs	\$472,600
Estimate At Completion	\$32,745,883

* Other Direct Costs include but are not limited to administrative costs, advertising, printing, permits, miscellaneous fees, and an art allowance.

The Estimate at Completion (EAC) is a preliminary estimate for budgetary purposes only. This estimate will be revised as we progress through the construction. The EAC amount is currently used for programming of funds.

COMMITTEE COORDINATION

Planning and Construction Committee

RECOMMENDED MOTION

Staff recommends that the Board adopt the following motion:

“It is hereby moved that the Board authorize the President/CEO to execute a Construction Contract for the Bid Package #2 of the Ticketing Hall Expansion Project at Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., accepting the Base Bid and Alternate 1, for the Guaranteed Maximum Price of \$25,678,143.”

Board Memorandum

To: All Board Members

Memo #: 09/2022-62

From: Daren Griffin, President/CEO

Subject: Authorization for the President/CEO to execute Amendment No. 6 (Ticketing Hall Expansion) to the Professional Service Agreement for the 2022 Annual Construction Management Service for the Airport Capital Improvement Plan at Reno-Tahoe International Airport, with Atkins North America, in the Amount of \$1,359,900, for a total of \$2,062,700

STAFF RECOMMENDATION

Staff recommends the Board authorize the President/CEO to execute Amendment No. 6 (Ticketing Hall Expansion) to the Professional Service Agreement for the 2022 Annual Construction Management Service for the Airport Capital Improvement Plan at Reno-Tahoe International Airport, with Atkins North America, in the Amount of \$1,359,900, for a total of \$2,062,700.

PURPOSE

The purpose of this action is to request authorization for the President/CEO to execute Amendment No. 6 (Ticketing Hall Expansion) to the Professional Service Agreement for the 2022 Annual Construction Management Service for the Airport Capital Improvement Plan at Reno-Tahoe International Airport (RNO), with Atkins North America (Atkins), in the Amount of \$1,359,900, for a total of \$2,062,700.

This action is in support of the Reno-Tahoe Airport Authority (RTAA) Strategic Priorities as identified in the Reno-Tahoe Airport Authority Fiscal Year (FY) 2019-2023 Strategic Plan.

- Strategic Priority #3 – Facilities for the Future
- Strategic Priority #4 – Safety and Security
- Strategic Priority #6 – Customer Experience

BACKGROUND

In order to implement the construction of capital projects, the RTAA has retained Atkins to provide CM services. These services augment RTAA staffing for specialized technical services and seasonal construction periods. Construction Management services are industry standards and are required by FAA regulations to ensure proper administration, inspection, and quality assurance for federally funded construction projects.

The CM services include, but are not limited to, program administration, project management, client coordination, construction management, owner’s representation, construction inspection, materials testing, survey controls, quality assurance, certified payroll compliance, and other related tasks.

DISCUSSION

This amendment adds Construction Management (CM) services to the Atkins 2022 Annual Work Plan for:

- Work Order 22-07 Ticketing Hall Expansion

Construction Management Services for the Ticketing Hall Expansion (Work Order 22-07) as shown in Table 1 below, is being added at this time in conformance with the standard provision in the Board approval for construction contracts: “Construction Management services will be retained by a separate amendment to the agreement for 2022 Annual CM Services with Atkins North America.”

The services and corresponding fee negotiations for the above Work Order is based on the duration of construction and the scope listed for the design of this project. See attached exhibits for project location. The services consist of owner’s representation, construction management, project administration, a resident engineer, quality assurance, survey controls, construction inspection, materials testing, contract administration, tenant coordination, Disadvantage Business Enterprise (DBE) compliance, certified payroll and apprenticeship conformance reviews.

The following Table 1 – 2022 Annual Work Plan, itemizes the individual project specific work orders from previous approvals and the pending Amendment Number 6:

Table 1 - 2022 Annual Work Plan with Atkins

Work Order	Project	Funding	Board Approval	PM/CM Fee
22-01 (RNO & RTS)	Project Programming and Admin. Services	Airport Improvement Program (AIP) Grant	AAOC 1/30/2020	\$49,000
Amendment No. 1				
22-02 (RNO)	Air Cargo Way Lift Station	Capital Improvement Project	April 14, 2022	\$86,000
Amendment No. 2				
22-03 (RTS)	Taxiway Alpha and Aircraft Apron Reconstruction Project, Phase 3	Airport Improvement Program (AIP) Grant + O&M	April 14, 2022	\$328,400
Amendment No. 3				
22-04 (RNO)	Blue Parking Lot Reconstruction Project	Capital Improvement Project	May 19, 2022	\$114,100
Amendment No. 4				

22-05 (RNO)	Reno-Stead Pavement Maintenance Project - 2022	CARES Act	AAOC	\$25,400
Amendment No. 5				
22-06 (RNO)	Remote Economy Parking Lot Phase 1	O&M	AAOC	\$99,900
Amendment No. 6				
22-07 (RNO)	Ticketing Hall Expansion	O&M	Pending	\$1,359,900
Total				\$2,062,700

The following is the tentative schedule identifying major milestones for the project shown in Table 2 – Preliminary Schedule

Table 2 – Preliminary Schedule

Activity	Dates
Enabling Work	08/29/22-10/10/22
Construction (*temp wall down)	10/10/22-*02/01/24
Punch List/Finalization	02/01/24-03/06/24
Substantial Completion	03/06/24
Post Substantial Completion Construction	03/07/24-04/03/24
Project Closeout	04/03/24-06/07/24

COMPANY BACKGROUND

Atkins has a local office of approximately 35 members in Reno, Nevada and is headquartered in Tampa, Florida. The work associated with this project will be performed by personnel based in Reno. Atkins has performed PM/CM services at Reno-Tahoe International and Reno-Stead Airports since 2006. The local Atkins personnel have extensive experience in terminal facility construction, airfield pavements, phasing of airport construction, and special inspection and materials testing staff for projects at both RNO and RTS Airports. Additionally, their North American Aviation Group has extensive expertise and resources in all aspects of aviation related capital projects.

FISCAL IMPACT

This project is a RTAA Capital Improvement Project and was approved with the FY 2022-23 budget. The construction is being funded by a combination of money from the RTAA General Fund as well as through the letter of credit, to be repaid by CARES or ARPA funding.

The program budget and other project costs are tabulated in the following Table 3 – Project Estimate at Completion:

Table 3 – Project Estimate at Completion

Description	Cost
Design	\$2,205,821
CMAR Pre-Con	\$300,000
CM Pre-Con	\$39,080
Bid Package #1	\$1,466,549
AHU-1 Procurement	\$1,223,790
Bid Package #2	\$25,678,143
Construction Management	\$1,359,900
Other Direct Costs	\$472,600
Estimate At Completion	\$32,745,883

* Other Direct Costs include but are not limited to administrative costs, advertising, printing, permits, miscellaneous fees, and an art allowance.

The Estimate at Completion (EAC) is a preliminary estimate for budgetary purposes only. This estimate will be revised as we progress through the construction. The EAC amount is currently used for programming of funds.

COMMITTEE COORDINATION

Planning and Construction Committee

RECOMMENDED MOTION

Staff recommends that the Board adopt the following motion:

“It is hereby moved that the Board authorize the President/CEO to execute Amendment No. 6 (Ticketing Hall Expansion) to the Professional Service Agreement for the 2022 Annual Construction Management Service for the Airport Capital Improvement Plan at Reno-Tahoe International Airport, with Atkins North America, in the Amount of \$1,359,900, for a total of \$2,062,700.”

RTAA President/CEO FY 21-22 Performance Goals and Measures

GOAL #1:	
Protect the Health of Airport Employees & Customers and Lead the Pandemic Response	
Weight: 20%	Strategic Plan Initiatives Priority Nos. 4, 5, 6, 7 and 8
1.	<p>Establish and administer Covid-19 preventive measures for all RTAA employees using CDC Guidelines that include health screenings, masking requirements, contact tracing, infection tracking, and absence management. Advocate for RTAA workforce Covid-19 vaccine deployment and establish measures to encourage employees to receive vaccines and boosters as recommended by the CDC.</p> <p><u>Goal Result: Achieved</u></p> <p><i>This was successfully administered and coordinated by the People Operations department. A program was developed in coordination with the COVID committee to communicate with employees and tenants on vaccinations in tandem with the Washoe County Health Division. Public affairs chaired the Covid Committee that was made up of internal stakeholders sharing info and offering insights from various departments of the RTAA. It helped the leadership team stay updated on how employees were dealing with the pandemic.</i></p>
2.	<p>Champion airport-wide adherence to federal, state and local Covid-19 regulations and directives. Lead the design & implementation of communication channels throughout the terminal to help customers travel safely with masks and social distancing in accordance with federal, state and local guidelines.</p> <p><u>Goal Result: Achieved</u></p> <p><i>A multi-faceted communication program was developed by Public Affairs for internal and external audiences. Internal messaging was developed in partnership with People Operations. Internal and external web sites were consistently updated along with social media, extensive signage and advertising. The We Move You, Safely campaign built confidence for travelers and Ready, Jet, Go helped get people flying again.</i></p>
3.	<p>Manage within the FY 21/22 operating budget and develop and implement budget resiliency measures as conditions demand. Maintain RTAA fiscal health, credit standings, audit compliance, and maintain a constant focus on fiscal metrics. Establish an RTAA strategic infrastructure investment fund dedicated to modernizing and expanding RTAA facilities.</p> <p><u>Goal Result: Achieved</u></p> <p><i>We worked closely with the Finance Committee and Trustees to keep them apprised of our key fiscal metrics and addressed their questions and concerns. As we look to our operating budget, the RTAA team overall effectively managed their budgets and as a result we anticipate closing the books on our operating expenses under budget by at least 4%. We also outperformed our revenue forecast. The improved revenue picture, when combined with lower expenses, will generate a significant yearend contribution to our general fund balance which is key to funding our infrastructure investments we anticipate in the very near future.</i></p>
4.	<p>Implement a concessionaire relief program utilizing Board approved RTAA funds and Federal CRRSA and ARPA relief funds. Continue strategic use of these funds in order to maintain RTAA cash balances and maximizing all eligible uses. Maintain airline rates and fees equal to or less than FY19/20 levels.</p> <p><u>Goal Result: Achieved</u></p> <p><i>On August 12, 2021, the Board approved retroactive monthly Minimum Annual Guarantee (MAG) waivers, rent waivers and concession fee reductions for FY 21. In addition, previous MAG deferrals for FY 22 were converted to waivers. Coronavirus Response and Relief Supplemental Appropriation Act (CRRSA) allocations were used throughout FY 22 in the form of account credits towards rents and fees to offset the MAG waivers. The Board approved the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSA) allocations and allowed the President/CEO to revise the plan as needed in order receive final approval by the Federal Aviation Administration (FAA) at the February 10, 2022 Board Meeting. After receiving feedback from the FAA regarding minor changes necessary, the final allocation plan was submitted to the FAA on June 1, 2022; the RTAA is awaiting</i></p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<i>receipt of the funds and will apply credits to concessionaire amounts due for FY 22. Additional credits will remain for concessionaire use in FY 23.</i>
5.	<p>Work with RTAA's financial advisor and finance staff to develop a debt reduction plan for consideration by the Board. The goals of this plan seek to improve our strategic position for issuing bonds in the coming years for the concourse redevelopment project and to reduce our ongoing interest cost.</p> <p><i>Goal Result: Achieved</i></p> <p><i>In December 2021 the Board approved a plan to retire \$10.4 million of RTAA airport revenue bond debt. We did so with the use of Federal stimulus funds. As a result, we are now debt free and saved RTAA approximately \$437K of interest cost. Retiring this debt also improved our strategic position and bond capacity to issue new bonds anticipated for the Concourse Redevelopment Project.</i></p>

GOAL #2:	
Build and Maintain an Industry Leading Airport Operations and Public Safety Program	
Weight: 20%	Strategic Plan Initiatives Priority Nos. 4, 6, 7 and 8
1.	<p>Improve communication, cooperation and interoperability of all branches of the Operations and Public Safety division both internally and externally by conducting 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 AAE's Certified Member status, Airport Certified Employee ACE- Law Enforcement Officer, ACE- Communications, ACE- Airfield Operations, or ACE- Security as appropriate.</p> <p><i>Goal Result: Achieved</i></p> <p><i>In addition to department managers conducting a weekly staff meeting, line staff are now conducting a daily briefing that includes all departments to discuss daily issues, staffing and activities. Staff is encouraged to seek out training and to look to peer airports for support and ideas. As an example, our new Emergency Manager has now established a relationship with the Emergency Manager from LAS and is comparing documents and ideas and will be visiting LAS which will be followed by a visit of the LAS Emergency Manager to RNO. Staff is being encouraged to seek out training opportunities and a number have attended both local and national training such as Airport Law Enforcement Network (ALEAN) this year in San Antonio; and locally, RNO hosted local fire and law enforcement agencies at an Advanced Law Enforcement Rapid Response Training (ALERRT) train the trainer class for both fire and police at the RTS airport. With the new budget, staff are actively signing up for classes and looking for opportunities to partner with local agencies such as the bomb squad for training. Brought an industry expert to RNO to teach a basic Safety and Operations Specialist (ASOS) class for over 30 members of staff. We will next bring an advanced ASOS class to RNO to continue the training of the RNO team.</i></p>
2.	<p>Lead strategic investments in technology, equipment, first responder training, and communications to increase and enhance our operational and public safety capabilities. These investments will include Police Department fleet renewal and expansion, replacement Airport Fire ARFF Apparatus, and the creation of an RTAA Fleet Management Plan.</p> <p><i>Goal Result: Achieved</i></p> <p><i>In the Operations department, implemented GoApron (gate management software), AeroSimple (Part 139 inspection software) and Vericom (Runway Condition Assessment Matrix) technology. Evaluated and made the decision to move the dispatching of Airport Fire to the City of Reno Public Service Answering Point (PSAP). Through diligent effort, despite supply chain issues, we were able to find and procure four (4) police patrol vehicles to replace an aging patrol fleet. Received approval from the FAA to move forward with the procurement of a new 1500-gallon piece of ARFF</i></p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<p><i>apparatus. Acquired a backup Type-1 structural engine and a type-3 wildland fire engine. Recruited and filled 3 Battalion Chief positions.</i></p>
3.	<p>Contract with subject matter experts to conduct an assessment of RTAA Emergency Management preparedness. Develop an action plan to implement identified measures to increase and enhance emergency response coordination and actions. Identify and empower a new Emergency Management Team of senior leaders.</p> <p><i>Goal Result: Achieved</i></p> <p><i>Ross & Baruzzini study was completed and presented to the board in December of 2021. 54 recommendations made to include the addition of an Emergency Manager and an organizational restructure of the Operations and Public Safety department to address span of control issues. the Emergency Manager began employment in May of 2022 and staff is currently in the process of interviewing Director of Operations (new position) candidates. Good progress is being made on other recommendations from the study to include interdepartmental training; a daily briefing of Ops and Public Safety departments; transitioning of Airport Fire dispatching to the City of Reno PSAP; and a complete review of RTAA communication protocols and systems.</i></p>
4.	<p>Meet and exceed all regulatory compliance measures to include FAA Part 139, TSA Part 1542, CBP requirements, and OSHA standards.</p> <p><i>Goal Result: Achieved</i></p> <p><i>FAA Part 139 (on-site inspection) and TSA Part 1542 inspections were conducted, and both resulted in zero writeups. In addition, the CALEA audit resulted in the highest score ever achieved by the RTAA.</i></p>
5.	<p>In recognition of the continuing and increasing effects of global climate change in our region, pursue a comprehensive wildland fuels management program for the Stead Airport. Collaborate with BLM, and other regional partners on maximizing the wildland fire support and infrastructure at both RNO and RTS. Identify investments in equipment or infrastructure and establish regional partnerships in support of wildland fire mitigation and resource enhancement.</p> <p><i>Goal Result: Achieved</i></p> <p><i>Signed an agreement with the Nevada Division of Forestry (NDF) for the management of wildland fuels (brush and vegetation) at the RTS airport. Also, took delivery of a Type-3 brush engine at no cost to the RTAA to enhance the Airport Fire Department's ability to respond to wildland fires. Equipped said engine and trained Airport Fire Department staff on the operation of the Type-3 engine and wildland fire suppression tactics. RTS staff working to enhance fire breaks through the procurement of a new ag sprayer to apply herbicides to reduce fire danger and by cooperating with the NDF in using the RTS airport for wildland fire training opportunities.</i></p>

GOAL #3:	
Increase Financial Sustainability Through Air Service and Commercial Development	
Weight: 20%	Strategic Plan Initiatives Priority Nos. 1, 2, 5 and 8
1.	<p>Lead the RTAA relationship with the Regional Air Service Corporation. Provide key staff support and align the two organizations on shared route market goals and opportunities. Set Air Service vision and strategy, align the team and the organization on the rolling 5-year air service roadmap. Represent RTAA to all airline partners, manage the strategic relationships with airlines, regional agencies and other community stakeholders to grow revenue and achieve stakeholder goals.</p> <p><i>Goal Result: Achieved</i></p> <p>Regional Air Service Corporation (RASC) and Community Partners</p> <p>The RTAA met with RASC numerous times in FY 21-22, including a strategic alignment on strategy and goals when appropriate. The RTAA throughout the year continued to manage alignment at quarterly board, bi-weekly Executive Committee, Marketing Committee, and ad-</p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<p>hoc strategy meetings. Additionally, the RTAA and RASC collaborate on the RASC Data Committee to identify and create additional data tools and facilitated vendor meetings.</p> <p>The RTAA supported RASC projects including market identification, route health, industry updates and ad-hoc requests for RASC and its members.</p> <p>Air Service Development Strategy</p> <p>The RTAA created a five-year roadmap with the focus on retention of existing carriers and routes, and the expansion of seasonal/less-than-daily routes. Plan included a pivot when the pandemic impacts to travel diminished and “revenge travel” increased to include the attraction of new destinations and carriers. In FY 21-22, Spirit Airlines and Sun Country Airlines announced their entrance to the Reno-Tahoe marketplace. Both airlines will commence operation in FY 22-23. Additionally, aha!/ExpressJet commenced operation as a Reno-Tahoe based airline in FY 21-22. Regarding international travel, a demand analysis was conducted, and it determined that there was not a 5-year demand to justify a new FIS, which is required for additional operations. Therefore, the international strategy includes attracting routes and carriers with customs pre-clear capabilities. This approach will allow for growth with current facilities.</p> <p>Stakeholder Engagement (airlines, community and the RTAA) & Revenue Targets</p> <p>The RTAA participated in over 27 pre-arranged meetings with airline network planning teams at Routes Americas and ACI JumpStart conferences. The RTAA hosted the ACI JumpStart conference, allowing many local stakeholders and community partners to engage directly with airlines, as well as familiarizing airline planners with our region.</p> <p>As of June 30, 2022, the average number of departures equals 60, with 27 destinations and 11 airlines, including JSX. Additionally, the FY 2021-22 average daily departing seats were 7,250 (one way), the number of domestic non-stop destinations were 26, the number of international non-stop destinations was at one. The passenger airline landed weight for FY 21-22 was 2,409,541(000) pounds. The cargo airline landed weight for FY 21-22 was 667,793 (000) pounds. DHL, FedEx, and UPS continue to operate dedicated cargo flights at RNO. The FY 2021-22 annual passenger landing fee revenue was \$ 7.150 million and annual cargo landing fee revenue was \$2.233 million.</p>
2.	<p>Advance the RNO Master Plan recommendation for Air Cargo to be located in the SW Quad. Issue RFP to interested developers, pursue NEPA compliance, and integrate this concept into the concourse redevelopment alternatives analysis.</p> <p><i>Goal Result: Achieved</i></p> <p><i>An RFP was issued in October 2021 for the development of new cargo facilities to be located in the SW Quadrant. This development would allow for the relocation of the existing cargo facilities, which will make more space available for passenger airline operations and allow for additional cargo carriers in the new facilities. The RFP is in process. Staff has initiated conversation with the FAA regarding potential NEPA compliance but cannot move forward without a confirmed site plan.</i></p>
3.	<p>Set commercial business development vision and strategy for RTAA owned non-aeronautical property at both RNO and RTS. Provide resources to the team and align organization around key development goals. Represent RTAA with developers, prospective large users, regional agencies and other community stakeholders to grow RTAA revenue and achieve stakeholder goals.</p> <p><i>Goal Result: Achieved</i></p> <p>Commercial business development vision and strategy</p> <p>Most of RTAA-owned land is under contract at both airports. The few parcels that remain and are relatively unincumbered by development constraints were the focus for generating</p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<p>additional incremental non-aeronautical revenue. Staff also continues to work with community stakeholders to create opportunity awareness and educate the community on FAA regulations of RTAA-owned land. Some areas of focus include:</p> <p>RNO</p> <ul style="list-style-type: none"> • Home Gardens/Tolles Development: achieved positive determination for the FAA Section 163 request • Land next to Hyatt: although the RNO Landside Plan identified a new entrance that could impact the site and the RTAA is assessing new administrative offices with this property as an optional site, conversations have continued with interested developers • Land Acquisition Plan: identified and prioritized parcels of potential acquisition interest and determined rough order of magnitude cost for the acquisition <p>RTS</p> <ul style="list-style-type: none"> • Utility Corridors: positive Section 163 determination for the Lemmon Dr. alignment; focus now shifted to Moya Blvd alignment • Dermody Phase I lease: The final FAA approvals for this development were received June 23, 2022 • Westend Flight Line pads: Issued RFP for development and entered into negotiations. <p>RTAA Representation</p> <p>Staff attended/participated in several industry and or community stakeholder meetings. Those meetings ranged from NAIOP meetings, North Valleys Developers and Builders Forum (meeting run by Councilwoman Weber), City of Reno easement discussions, RTC engagement, presentations to the Community Outreach Committee and the Silver Knolls Homeowners Association.</p>
4.	<p>Lead the RTAA response to the growing demand for aircraft hangars and general aviation commercial activity at both airports. Execute development agreements, lease extensions and renewals that drive private investment. Engage and support the RTAA general aviation communities to encourage increased business activity and commercial and other general aviation developments.</p> <p><u>Goal Result: Achieved</u></p> <p>RNO</p> <p>The Stellar Aviation NEPA process for their Phase I development continues to move forward and is anticipated to be approved and complete by late summer/early fall of 2022. Stellar has submitted for building permits and anticipates construction of their FBO building and corresponding hangars at RNO in the fall of 2022. The anticipated private investment into these Phase I facilities is \$8M. Stellar’s development is in a phased approach and Phase II contains the development of a General Aviation (GA) campus to include a mix a big/small box hangars and T-hangars.</p> <p>The sale of all 32 GA West T-hangars to Stellar Aviation was finalized and Stellar’s subsequent investment of \$80K into these hangars has allowed for needed repairs to bring 9 additional T-hangars into the inventory.</p> <p>RTS</p> <p>The RFP for the Westend Flight pads resulted in West Hangars, LLC proposal to develop GA hangars at RTS. Similar to Stellar Aviation, West Hangars, LLC proposed a phased approach. The NEPA process for Phase I has been initiated. The anticipated private investment for this development at RTS is \$8M.</p> <p>Engagement</p> <p>Staff attends and participates in all RNO and RTS User tenant meetings including presenting topics as appropriate. Staff also continues to meet with interested developers of aeronautical facilities including drone companies at RTS.</p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

5.	<p>Lead the effort to establish internal strategic goals and objectives for the 2022 airline use and lease agreement negotiation, coordinate with Planning regarding inclusion of capital projects, and collaborate with Finance to prepare rates and charges scenarios to achieve an RTAA preferred business deal. Build the RTAA brand and product to attract airlines and investment through engagement, relationship building, transparent and efficient business processes and a commitment to win/win outcomes.</p> <p><u>Goal Result: Achieved</u></p> <p>Strategic Goals and Objectives for the New Airline Use and Lease Agreement</p> <ul style="list-style-type: none"> • Obtain airline approval for MoreRNO and airline commitment to a system of rates and charges that supports the Authority’s concourse redevelopment program while ensuring predictability and consistency in airline expenses throughout all phases of development. • Satisfy the needs of travelers and residents of the Greater Reno-Tahoe area by maintaining and increasing air service and the diversity of air carriers through competitive cost structures and eliminating facilities-based constraints to the initiation of new service. • Maintain operational flexibility to manage construction of MoreRNO while minimizing disruption of scheduled operations and ensuring opportunity for new and expanded service to meet anticipated increases in demand over the next five to seven years. • Ensure the Airline Use and Lease Agreement adequately protects the Authority’s interests, addresses any significant legal concerns, and comports with current best practices. <p>RTAA Brand and Product Development</p> <p>In partnership with EDAWN and the RSCVA, a Reno-Tahoe Community Preferences Survey was sent to the catchment area during February and March of 2022. The intent was to gain understanding of new and established residents regarding perceptions of RNO, utilization, demographics, and psychographics. This is information air carriers find valuable. It was disseminated to thousands of community members and earned 2,500 responses. The results help the RTAA plan for future airport projects, develop air service strategy, and assist in marketing decisions while building air service awareness within the community.</p> <p>To promote RNO with regional partners a Catchment Area Air Service Tool Kit was created. The tool kit consisted of digital content that partners could customize and distribute to stakeholders to promote awareness of flights. The messaging focused on regional, non-stop destinations, as well as highlighted one-stop connection opportunities to Mexico, Hawaii, and Washington D.C. Training for community partners took place in October 2021.</p>
----	--

GOAL #4:	
Develop and Maintain Airport Infrastructure to Meet Current and Future Demand	
Weight: 20%	Strategic Plan Initiatives Priority Nos. 3, 4, 5, 6 and 8
1.	<p>Lead the effort to complete the RNO Landside Study. Achieve Board approval of a plan that locates a new CONRAC, provides for additional public parking to meet forecast need, and provides landside capacity for multi-modal public access. Complete by 4/30/22 and proceed immediately into CONRAC planning and negotiation.</p> <p><u>Goal Result: Achieved</u></p> <p><i>At the December 9, 2021 Board Meeting, the Board approved a comprehensive RNO Landside Study, including the CONRAC location. Phase 2 of the CONRAC design process in the new site location commenced with an expanded scope that includes all ground transportation pick up operations. On April 14, 2022, staff presented the expanded CONRAC Project in the new location at 10% design to the Finance Committee. Design is currently at 30% and negotiations are in progress.</i></p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

2.	<p>Complete an assessment of existing RTAA occupied workspaces. Identify deficiencies and minimum requirements to establish a long-term plan to renovate and/or construct workspaces that meet current and future needs of the RTAA, our customers, and the travelling public. Complete by 4/30/2022 for inclusion and Board approval in the FY 22 operating budget.</p> <p><u>Goal Result: Achieved</u></p> <p><i>The RTIA Workspace Study was completed by H+K Architects in February 2022 and presented to the March RTAA Board meeting. All existing workspaces were identified along with deficiencies and requirements (offices, spaces, ancillary rooms, etc.) for future growth. Phase 2 of the Workspace Study for H+K Architects was added to the FY23 Budget and approved at the June Board meeting. Phase 2 will look at alternative locations for the HQ and Police spaces.</i></p>
3.	<p>Move the RNO Ticketing Hall Expansion project forward through detailed design and CMAR pre-construction participation. Ensure design accounts for stakeholder interests, improved customer experience, and adds necessary capacity and future proofing for additional growth and throughput.</p> <p><u>Goal Result: Achieved</u></p> <p><i>The Ticketing Hall Expansion design achieved 100% Construction Documents on July 8, 2022. Stakeholders were integrated into the process at every milestone through the use of charrettes and page turns. While not all stakeholder feedback was incorporated into the final design, all were fully vetted and explored through the lenses of improved customer experience and maximizing our investment. Ultimately, the expanded ticketing hall will provide a 63% increase in airline passenger queueing, the ability to incorporate future kiosks at every column line, increased accessibility to restrooms, and a brighter, more welcoming environment.</i></p>
4.	<p>Advance the RNO Concourse Redevelopment Programming Study through the development alternative phase. Position the project to receive maximum federal funding available through AIP, PFC, and pending Federal infrastructure bills with dedicated airport terminal funding. Engage the airlines and other key stakeholders in a robust participation process considering long term RNO gate capacity and passenger experience needs.</p> <p><u>Goal Result: Achieved</u></p> <p><i>Reviewed all available grant fundings (CARES, CRSSA, ARPA, BIL, AIP) and Passenger Facility Charge (PFC) to determine potential eligibility. The recommendations are to preserve all five (5) years of the BIL Airport Infrastructure Grant (AIG) for design and construction; apply for BIL Airport Terminal Program (ATP); and preserve all PFC funding for at least the design & construction years (8 +/- years). RTAA continues to work with Mead & Hunt to identify and define the Phase 1 construction projects in order to develop the basis of design report for Phase 1 and apply for ATP funding.</i></p> <p><i>Early in the process, the planning study narrowed the preliminary alternates down to 3 alternates. The 3 alternates include the no build (i.e., upgrade existing facility), expansion of existing facilities, and build new concourses. Further planning by the consultant team narrowed the alternates to the new build alternate consisting of two new concourses constructed on the outsides of the existing concourses along with a small projection of the building at the ends. This alternate achieves the goals set in the master plan and comments received during the stakeholder meetings with the airlines, concessions, and other stakeholders.</i></p> <p><i>The next step is to present the preferred alternate (build new concourses) to the airlines for their support and then to the Board for recommendation of approval. With approval of the preferred alternate, the consultant would complete the planning study near the end of 2022.</i></p>
5.	<p>In recognition of these major, concurrent projects lead the design and creation of an RNO branded infrastructure expansion and modernization program. Establish a multi-year plan of program finance, communication, and human capital resources necessary to achieve the RNO infrastructure development goals. Achieve Board and stakeholder support for this plan.</p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<p><i>Goal Result: Achieved</i></p> <p><i>The MoreRNO program has been defined over the past year and was presented to the Board on January 13, 2022. The MoreRNO program consist of a number of passenger facing projects over an estimated 7 plus years. The program has identified numerous financing strategies including PFC, AIP, BIL, ATP, O&M and other federal and state grants. The program was launched to the public on April 6, 2022 and has been presented to numerous local meetings, committees, organizations, social media, etc. The first project begins in September 2022 where the communication will expand to educate the traveling public even further. It has been determined that a Program Manager Office (PMO) will be required to enhance the existing resources but will be established once the Concourse alternative has been identified and supported by the airlines. The MoreRNO brand was developed to clearly identify the program for years to come. It was presented internally in late March and to the public with a major press event April 6. It has also been presented to the Nevada Congressional Delegation.</i></p>
--	--

GOAL #5:	
Lead the Development of an Organizational Culture of High Performance and Inclusion	
Weight: 20%	Strategic Plan Initiatives Priority 7 and 8
1.	<p>Complete our multiyear transition from legacy accounting and revenue management systems to Tyler Munis and Civix AirportIQ. These new systems equip our staff with integrated functionality and the latest office automation tools, including electronic workflows to replace paper, a new online portal for tenants to manage their accounts and new business intelligence reporting. On a separate but related initiative, evaluate new software to improve our data management of airline gate utilization and compliance with FAA commercial airport regulations (Part 139).</p> <p><i>Goal Result: Substantially completed</i></p> <p><i>Much has been achieved regarding our business process improvement strategies. We now have electronic workflow to approve purchase requisitions, timecards, contracts and other processes which historically were handled by paper. The tenant portal system has been implemented and currently in a pilot program status as a final step before rolling out to all tenants early in FY2023. As noted in Goal #2 multiple new software platforms were implemented for airport operations to include GoApron (gate management software), AeroSimple (Part 139 inspection software) and Vericom (Runway Condition Assessment Matrix) technology.</i></p>
2.	<p>Monitor the progress of the RTAA Diversity Plan to enrich our workplace by developing a more diverse workforce. Continue to maintain the 5 strategies outlined in the Diversity Plan and track progress towards identified goals through quarterly review and reporting. The strategic goals are the following. 1) Morale Building Activities 2) Recruitment Outreach and Workforce Development 3) Employee Recruitment Incentive 4) Succession Panning 5) Active Engagement of Leadership. Each goal includes Purpose, Process and Resources allowing us to track our progress.</p> <p><i>Goal Result: Achieved - Ongoing</i></p> <p><i>Our diversity plan is something we continuously update to track our progress, and we are seeing good progress in hiring and developing a more diverse workforce. Here is a summary of the progress we have made in each of the 5 strategies in our Diversity Plan:</i></p> <p><i>Morale Building Activities</i></p> <p><i>For the first time since COVID, we have started to return to more in-person moral boosting activities such as our Town Halls, spring BBQ, employee appreciation day, and training classes. We will also be planning several more activities in the summer and winter of 2022 such as an ice cream social and a holiday party. In addition, we were able to give incentive and retention pay bonuses to our employees to show our appreciation.</i></p>

RTAA President/CEO FY 21-22 Performance Goals and Measures

	<p>Recruitment Outreach and Workforce Development <i>We have made huge strides in the area of recruiting and have started in-person training again. We rolled out our first Airport Job Fair and have participated in several this year. In addition, we have established many new relationships throughout the community to build RTAA awareness and few of those are UNR, TMCC, EDAWN Recruiting Roundtable, and the VA. Moving into the next fiscal year, we will be implementing a new Applicant Tracking System (ATS) in recruiting that will allow us to better track our hiring statistics (i.e.: attracting and hiring diverse employees).</i></p> <p>Employee Recruitment Incentive <i>We had approximately 20 referrals out of 80 hires last year that were hired that are still with us today! Most of the referrals have been excellent employees, so this incentive has proven to be very successful.</i></p> <p>Succession Planning <i>The leadership team has been working on succession plans including talent profiling & goals for those employees included in a succession plan, departmental worksheets that detail out estimated retirement dates along with current talent ready to promote in 1-5 years, and any areas of opportunity and/or gaps.</i></p> <p>Active Engagement of Leadership <i>We have rolled out Crucial Conversations and Change Management to help develop our management and leadership teams. We have also been working as a leadership team to cascade information across our organization so that every employee has the information they need to be effective and to stay informed.</i></p>
3.	<p>Complete the new RTAA Culture Guide and rollout across the organization. Conduct a review and update of the Management & CSP Guidelines. Goal Result: Achieved <i>Completed a 12-month process that concluded in October 2021 with the roll out of the new Culture Guide with updated policies written in an easy to understand way and eliminating negative text and unnecessary policies. Updated portion of the CSP and Management Guidelines to allow more flexibility of the CEO in hiring necessary positions. (We will attach updated Diversity Plan).</i></p>
4.	<p>Implement an organization-wide Buy Local initiative. Review RTAA purchasing practices and identify opportunities to invest in small locally owned businesses. Apply this lens to both direct and indirect expenditures of RTAA funds. Goal Result: Achieved <i>We discussed opportunities with the Management Roundtable regarding our Buy Local initiative. We have stressed the priority to pursue local initiatives in all our procurement decisions. Our purchasing department has begun reviewing all requisitions through a “local lens” to determine matches and will also offer opportunities to local vendors to “match” pricing of non-local. Purchasing has also started gathering more data and will begin to report our level of expenditures to include geographic locations where payments are sent. FY22 will be base year and following reporting years will allow for year over year comparative analysis.</i></p>
5.	<p>Successfully negotiate and seek Board approval of new multi-year Collective Bargaining Agreements with the Teamsters, Airport Police Officers Protective Association, Airport Police Sergeants, and the Reno Airport Fire Fighters Association. Goal Result: Achieved <i>These were all completed and approved by the Board as of June 30, 2022.</i></p>

Board Memorandum

To: All Board Members

Memo #: 09/2022-63

From: Daren Griffin, President/CEO

Subject: Review and Approval of President/CEO Performance Goals and Measures for Fiscal Year 2022-2023

STAFF RECOMMENDATION

It is recommended that the Board of Trustees approve the President/CEO's Goals and Performance measures, together with the weight of each goal for Fiscal Year 2022-2023.

BACKGROUND

Pursuant to Daren Griffin's contract, the Board is required to annually set the performance goals and the criteria against which the President/CEO's performance will be measured for the ensuing fiscal year. It is Mr. Griffin's performance with respect to these goals that provides the basis for the Board's award of a bonus, if any, beginning July 1, 2023.

DISCUSSION

President/CEO Griffin, looking forward at upcoming projects and direction of the RTAA and in consultation with the Chair and Vice Chair, developed the attached Goals and Performance Measures for FY 2022/2023.

There are three primary goals, each with attendant measures. Each goal is weighted. Following the outlined goals, Mr. Griffin has listed "How" the goals will be accomplished. The proposed goals and measures reflect Mr. Griffin's priorities and vision for the organization based on his time with the RTAA.

A copy of the CEO Goals and Performance Measures for FY 22/23 is attached as Exhibit A. A copy of the CEO's employment agreement and amendment is attached as Exhibit B.

FISCAL IMPACT

There is no fiscal impact relative to the action to be taken by the Board at this time. The action to be taken is solely the setting of the goals and measures and attaching weights to those goals. At some point after July 1, 2023, the Board will be asked to consider a discretionary Bonus of up to 20% of Mr. Griffin's then applicable annual Base Salary and the amount of the Bonus, if

any, shall be determined in the sole discretion of the Board based on Mr. Griffin's achievement of the approved Goals and Measures.

COMMITTEE COORDINATION

None

RECOMMENDED MOTION

Staff recommends that the Board adopt the following motion:

“It is hereby moved that the Board approve the President/CEO's Goals and Performance Measures, together with the weight of each goal, for Fiscal Year (FY) 2022-2023.

RTAA President/CEO FY 22-23 Performance Goals and Measures

GOAL #1:	
Develop and Maintain Airport Infrastructure to Meet Current and Future Demand	
Weight: 40%	Strategic Plan Initiatives Priority Nos. 3, 4, 5, 6 and 8
1.	Establish a multi-year plan of program finance, communication, and human capital resources necessary to achieve the RNO infrastructure development goals. Evaluate Federal funding opportunities and submit applications as appropriate to help fund moreRNO projects. Lead a government relations outreach effort focused on obtaining funding for moreRNO projects through advocacy with federal, state, local and government agency officials.
2.	Complete a Phase 2 planning assessment of long-term facility options for the RTAA Administrative and Police Department workforces. Establish the viable options, evaluate and recommend permanent space locations, space requirements, adjacencies, and high-level cost estimates. Complete by 2/28/2023 for inclusion and Board approval in the FY 23 operating budget.
3.	Move the Ticketing Hall Expansion project forward into the construction phase. Ensure coordination with the Loop Road Reconstruction project, and establish a communication plan for customers, the community, as well as employees and stakeholders. Manage the project to adhere to strict project financial controls and in close coordination with airport operations to mitigate customer impacts.
4.	Achieve Board approval of a Preferred Concept for RNO Concourse Redevelopment. Advance the design phase of the Concourse Redevelopment project to advertise, interviews and selection. Begin design of the preferred alternative by Spring 2023.
5.	Lead the effort to negotiate a new 2023 Airline Use and Lease Agreement. Establish an airline pre-approved capital plan, a rates & charges methodology that supports the capital plan, and updated airline business terms for current and future airline tenants.
6.	Advance the RNO Master Plan recommendation for Air Cargo to be relocated to the SW Quadrant. Complete the RFP process by entering an Option to Develop and Lease Agreement with the selected RFP proposer. Complete due diligence and determine if the RTAA can fund the cargo apron and connector. Following Board approval, execute a long-term ground lease with successful RFP proposer.
7.	Advance the ConRAC design to 60%, complete lease negotiations, establish a not-to-exceed budget and obtain Board approval for Phase 3, which includes financial close and agreement execution.
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.	Improve 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.
2.	Complete the reorganization of the Operations and Public Safety Department with the hiring and integration of the Airside, Landside and Terminal Manager positions, the Director of Operations position and the Emergency Manager position. Position the Operations and Public Safety team to integrate into the Ticket Hall Expansion and Loop Road reconstruction projects. Prepare for and mitigate operational impacts from construction and ensure the continuous operation of RNO.
3.	Provide policies, procedures and training to staff on the routine use of the Incident Command System (ICS) to include the use of unified command in response to both routine and nonroutine incidents, accidents, and events.
4.	Meet and exceed all regulatory compliance measures to include FAA Part 139, TSA Part 1542, CBP requirements, and OSHA standards.

RTAA President/CEO FY 22-23 Performance Goals and Measures

GOAL #3:	
Lead the Development of an Organizational Culture of High Performance and Inclusion	
Weight: 30%	Strategic Plan Initiatives Priority 7 and 8
1.	Diversity, Equity, and Inclusion: Work with Executive Team and a DEI facilitator to develop a strategic plan to bolster DEI initiatives. Expected outcomes include the following: <ol style="list-style-type: none"> 1. Perform DEI awareness training for all management staff 2. Update RTAA Diversity Plan 3. Update Succession Planning with focus on diversity
2.	Performance Management: 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.
3.	Complete a Public Art Master Plan that includes an RFQ process for recruiting art and the establishment of an art advisory board with a goal of celebrating the region’s culture and diversity.
4.	Update the existing RTAA 2019-2023 Strategic Plan. Contract with a facilitator to solicit Board, RTAA employee, and key stakeholder input into RTAA strategic priorities and objectives. Achieve Board adoption of a 2023-2028 RTAA Strategic Plan by June, 2023.

EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT ("Agreement") is entered this ^{20th} day of July, 2020, by and between the Reno-Tahoe Airport Authority ("RTAA"), a quasi-municipal corporation (hereinafter called "Employer"), and Daren Griffin (hereinafter called "Employee").

WITNESSETH :

WHEREAS, Employer is a quasi-municipal corporation;

WHEREAS, Employer desires to employ Employee as its President/CEO on the following terms and conditions;

WHEREAS, Employee desires to accept such employment with Employer on the following terms and conditions;

NOW, THEREFORE, Employee and Employer, each in consideration of the covenants and mutual agreements herein contained, agree as follows:

1. SERVICES TO BE PERFORMED

Employer hereby employs Employee, and Employee hereby accepts employment by the Employer, as Employer's President/CEO with full authority for the management of Employer's affairs including without limitation those duties, services and requirements set forth in the Employer's bylaws, and subject to the limitations specified by statute, ordinance, regulation, resolution and action of Employer's Board of Trustees ("Board") or other governing documents of Employer. A job description for the President/CEO position is attached hereto as Exhibit "A." Employee agrees that during the term of this Agreement Employee will devote his best efforts to Employer, and shall faithfully and to the best of Employee's skill and ability perform such executive, managerial or administrative duties as Employer may specify from time to time, and shall at all times diligently and loyally serve and endeavor to further the interests of Employer. Employee acknowledges and understands Employer's Board shall be responsible for, without limitation, establishing policy for the direction and operation of Employer.

2. TERM

The term ("Term") of this Agreement shall be for a period of five (5) years, commencing on August 3, 2020 and shall remain in effect until August 2, 2025 or until terminated by either party.

Notwithstanding the above and except as specifically set forth below, the parties recognize that Employee is an "AT WILL" employee and serves at the pleasure of the Board in conformance with By-Law #9170 of the Reno-Tahoe Airport Authority Bylaws of the Board of Trustees. This means that both the Board and/or Employee can terminate Employee's employment for any reason or for no reason, subject to the requirements of Section 4, below.

3. SALARY AND BENEFITS

3.1 Salary. Commencing August 3, 2020, Employer shall pay Employee an annual salary of Two Hundred and Eighty-five Thousand and no/100 (\$285,000.00)(the "Base Salary") in equal installments, less all applicable tax withholdings, on the regularly scheduled paydays of Employer.

3.1.1 Salary Increases. Employee shall be eligible for annual increases in the Salary in the sole discretion of Employer's Board.

3.1.2 Bonus. Employee may be eligible for a discretionary, non-mandatory cash bonus (the "Bonus") beginning July 1, 2021, (which bonus shall not be prorated to account for less than a full year's bonus provided Employee commences employment by September 1, 2020), and continuing on the same date each year thereafter during the Employee's employment under this Agreement as additional compensation for Employee's services rendered. The decision to award a Bonus shall be in the sole discretion of the Employer's Board. The Bonus, if any, shall be up to 10% of Employee's then applicable annual Base Salary and the amount of the Bonus, if any, shall be determined in the sole discretion of the Employer's Board of Trustees based on Employee's achievement of performance criteria and goals established by Employer's Board. Employee's performance for the purpose of determining the bonus will be reviewed on a fiscal year basis (FY2020/2021, FY2021/2022, FY 2022/2023, FY2023/2024 and FY20124/2025, respectively). Employee shall participate in the annual review and shall cooperate with reasonable requests made by the Board during the review process. The Bonus shall be subject to all applicable withholdings and similar taxes, and shall be paid within thirty days (30) after award.

3.1.3 Relocation package. Employee will receive a one-time relocation allowance not to exceed Twenty-Five Thousand Dollars (\$25,000.00) to cover expenses incurred by Employee related to relocating to the Reno/Sparks area from his current location for reasonable and customary relocation expenses, including movement of household goods; housing search trip for Employee and spouse/significant other; temporary lodging at prior and new residence not to exceed one month; temporary storage of household goods at prior and new residence not to exceed one month; transportation costs, meals, lodging and related expenses required to move Employee and dependents to new residence. Such expenses will be reimbursed with supporting receipts.

3.1.4 Reimbursement of relocation allowance. Should Employee resign or be terminated for cause within 12 months of start date, Employee will be required to repay within ninety (90) days of the resignation or termination, the full amount of the relocation allowance reimbursed to Employee.

3.2 Benefits. Employee shall be eligible for the following benefits:

3.2.1 Insurance Coverage. With respect to life insurance on Employee, Employee shall receive life insurance of two times Base Salary along with Five Thousand (\$5000.00) for Employee's spouse and One Thousand (\$1000.00) for each child of Employee.

3.2.2 Auto Expense. Employer shall pay Employee a monthly automobile allowance of Six Hundred Dollars (\$600.00) per month. Employee shall be responsible for all expenses incurred relating to the vehicle including but not limited to gas, maintenance, taxes, insurance, license fees and

registration. Such automobile shall be registered in the name of Employee, not Employer. Since Employee owns and/or maintains such automobile in his individual capacity, and not in his capacity as President/CEO of Employer, Employer assumes no liability with respect to this automobile, other than the monthly automobile allowance provided for by this Section 3.2.2

3.2.3 Business Expenses. Employer shall pay or reimburse Employee for all reasonable business and travel expenses incurred by Employee in performing the duties hereunder, subject to maintenance of appropriate documentation by Employee and review and approval by the Chairman or Vice-Chairman of Employer's Board. Business expenses, including professional dues and memberships, shall be paid or reimbursed in accordance with Employer's customary practices. Employee agrees to promptly submit any and all expenses to Employer for reimbursement, and to provide any documentation that Employer may request or require in order to substantiate the expense for which Employee seeks reimbursement. Employee understands that the failure to promptly submit such expenses for reimbursement, or to provide any documentation reasonably requested by Employer, may be grounds for the denial of reimbursement of an expense.

3.2.4 Medical, Dental, Vision, Long-term Disability Insurance, Flexible 125 Plan Coverage, Deferred Compensation, and other Benefits. Employee shall receive medical, prescription, dental, vision and long-term disability insurance at no expense to Employee. Covered, eligible dependents seeking health insurance will have their premiums paid at 85% by Employer. Employer will pay COBRA coverage premiums until Employee is eligible to participate in the Employer's health plan.

3.2.5 Public Employees Retirement System (PERS) Contribution. Employer shall pay 100% of the retirement contributions to the Nevada Public Employee's Retirement System (PERS) for Employee up to a salary cap set annually by PERS.

3.2.6 Employer Contribution to Deferred Compensation Plan. Employer has a 457 plan available to Employee upon the start of his employment. Employer shall make no contributions to the Deferred Compensation Plan.

3.2.7 Workers' Compensation Insurance. Employee is covered by Workers' Compensation Insurance as mandated by State law. Employer pays the full cost of this insurance.

3.2.8 Employee Assistance Program. Employee and his dependents are eligible for up to 10 "family" visits per year to an approved Employee Assistance Program provider at the expense of Employer, subject to any requirements imposed by Employer's benefits provider(s).

3.2.9 Vacation Leave: Employee shall be entitled to 19.5 days of vacation leave per year for the first five (5) years of service. Such vacation leave is accrued annually. If vacation leave accrual exceeds 520 hours at the end of the last pay period of any fiscal year, Employee will be paid for all vacation leave over this amount at that time.

3.2.10 Sick Leave. Employee shall be entitled to 15 days of sick leave per year. Such sick leave is accrued annually and is subject to unlimited accrual.

3.2.11 Holiday Leave: Employee shall be entitled to 13 Holidays per year in addition to vacation and sick leave

3.2.12 Accrued Vacation Leave. Employee shall be entitled to be compensated for all accrued but unused vacation but not Sick leave or Holiday leave at the conclusion of this Agreement at the Employee's then Base Salary.

3.3 Tuition Reimbursement. Employee is eligible for tuition reimbursement for courses related to his employment or development at Employer.

- Tuition reimbursement is available for normal and customary expenses (except fixed equipment) associated with a class, seminar, conference, certification program, or study course that is useful for the employee's current performance, but is not a minimum qualification for the position nor required to maintain acceptable job performance. The reimbursement is available for any course begun in a fiscal year up to a maximum of \$1,500. The Chairman of the Board of Trustees in coordination with the Vice-President of Human Resources will make the appropriate determination, in their sole discretion, as to allowable expenses when Employee requests pre-approval of a particular certification course or seminar.
- Any class, certification course, conference or seminar fees or other normal and customary charges paid for from scholarship, veteran's benefits, grants-in-aid, or other sources are not eligible for reimbursement. Reimbursement is only possible for programs of study that have been approved for tuition reimbursement in advance by the Chairman of the Board in coordination with the Director of Human Resources; attended, completed and/or passed (a grade of "C" or better or a Pass); taken from a recognized and/or accredited school, institution or professional association; and the employee has provided all necessary documentation about costs and successful attendance/completion.
- The program of study and all related work will normally be completed on the Employee's own time unless the Chairman of the Board has determined, in writing, before the course is approved, that the course would be of significant benefit for Employer. In this case, Employer may approve the use of limited work time release (up to three hours of paid work time) during the Employee's normal working hours.

Except as otherwise stated herein or required by applicable law, Employer has no obligation to establish any Fringe Benefit plan not in existence on the date hereof or to provide to Employee any benefit plan otherwise available to its exempt employees or Trustees. Any benefits not expressly included in this Agreement though they may be included in the Management Guidelines or other Employee benefit plans, including Gain-Share, are intentionally excluded.

4. TERMINATION

4.1 Termination for Cause.

4.1.1 Generally. Employer may immediately terminate this Agreement upon the occurrence of any of the following events in which case Employee shall only be eligible for those wages and benefits required to be paid by state law in effect at the time:

4.1.1.1 Employee:

- i. Is convicted of, or pleads guilty or *nolo contendere* to, a felony or any act amounting to embezzlement, fraud, or theft or involving moral turpitude (whether or not against Employer or another employee of Employer).
- ii. Is convicted of, or pleads guilty or *nolo contendere* to, in a court of competent jurisdiction, a felony resulting in death or substantial bodily or psychological harm to, or other act of moral turpitude harming, any person.
- iii. Engages in conduct demonstrably and materially injurious to the property, business, goodwill and reputation of Employer;
- iv. Commits serious work-related misconduct, including, but not limited to, gross negligence or intentional illegal conduct.
- v. Illegally uses narcotics or other controlled substances.
- vi. Intentionally injures or assaults any person in the course of his performance of services for Employer that is not justified under the circumstances.
- vii. Discloses to unauthorized persons confidential or propriety information relating to Employer, its governance, or operations.
- viii. Commits any act, which creates and unreasonably offensive work environment for employees or patrons of Employer.
- ix. Fails, after receiving thirty (30) days advance written notice from Employer, to cure any breach of this Agreement by Employee, including without limitation any violation of any policy or procedure of Employer, or any breach of statutory or common law duty
- x. Engages in conduct that constitutes a willful violation of the established written polices or procedures of TAA regarding the conduct of its employees, including policies regarding sexual harassment of employees and use of illegal drugs or substances.
- xi. Commits any unethical conduct in violation of Section 5.3.

4.2. Termination upon Death. This Agreement shall automatically terminate upon the death of Employee, and Employer shall not be obligated to pay the estate, family, heirs or any other person claiming under Employee any compensation or disability income for his services to Employer which would have been due to Employee after his death, except for accrued salary and vacation leave.

4.3. Termination upon Disability

4.3.1 Definition. "Disability" shall have the same meaning as the definition of "Disability" pursuant to any policy of disability insurance carried by Employer for the benefit of Employee in force at the time of such Disability, or, if no such disability policy of insurance is then in force, "Disability" shall mean the inability of Employee to provide ninety percent (90%) of the average level of time during a continuous three (3) month period ("Determination Period"), by reason of illness, accident or other mental or physical infirmity reasonably expected to be of indefinite duration, at the end of which Determination Period Employee shall be deemed to be Disabled.

4.3.2 Termination upon Disability. In the event Employer finds Employee to be Disabled, within the meaning of this Agreement, this Agreement shall automatically terminate as of the date Employee is deemed to be Disabled and Employer shall not be obligated to pay the Employee, or any other person claiming under Employee any compensation or disability income for his services to Employer except for accrued salary and vacation leave; however, any commercially funded disability insurance benefit shall continue to the extent provided under such insurance contract notwithstanding such termination. If Employer finds Employee not to be Disabled within the meaning of this Agreement, then the employment of Employee shall continue.

4.4 Termination without Cause.

4.4.1 By Employer. Employer may terminate this Agreement without cause, at any time. If such termination occurs Employer shall pay Employee severance in an amount equal to six (6) months of Employee's Base Salary along with all accrued, unused vacation leave.

4.4.2 By Employee. Employee may terminate this Agreement without cause at any time and Employer shall pay all accrued Base Salary and accrued, unused vacation leave through Employee's noticed termination date or upon such shorter notice as determined by the Employer's Board.

4.5 Termination Activities

Employee will assist in completing the separation checklist and exit interview and promptly return all RTAA issued equipment, keys, cards, identification badges, lockers, computers, vehicles, pagers, telephones and similar items to the appropriate official(s). Employee agrees that, upon termination of his employment for any reason, he will certify in writing that all data and property of Employer has been returned and not retained by Employee. Employee shall also complete all necessary forms so that the personnel action effecting the resignation or termination can be processed.

5. DUTIES AND OBLIGATIONS OF EMPLOYEE

5.1 Extent of Services. Employee agrees that the duties and services to be performed by Employee shall be performed exclusively for Employer and that Employee serves at the direction and pleasure of the Board.

5.2 Policies and Procedures. In addition to the terms herein, Employee agrees to be bound by Employer's policies and procedures as they may be amended by Employer from time to time. In the event the terms in this Agreement conflict with Employer's policies and procedures, the terms herein shall take precedence. Employee acknowledges having read Employer's policies, procedures and manuals and agrees to abide by the same, including but not limited to Employer's policy of prohibiting personal use of Employer's credit cards.

5.3 Ethical Conduct. The parties agree that Employee shall perform the Services for Employer and shall conduct himself at all times in strict accordance with the ethical and professional standards of the Nevada State Ethics Commission and the provisions of the Nevada Ethics in Government Law. Should any of the aforementioned be violated Employer may terminate this Agreement by written notice of cancellation, which shall be effective immediately upon delivery to Employee.

5.4 Compliance with Laws. The parties agree that Employee shall perform the Services for Employer and shall conduct himself at all times in strict accordance with all applicable laws of the United States and the State of Nevada, and all rules, regulations, policies and criteria established by the Employer from time to time, relevant to Employee's performance of the Services.

6. INDEMNIFICATION

Employer agrees to release and discharge Employee and shall indemnify, hold harmless and defend Employee against all liabilities, losses, demands, claims, accounts, actions and proceedings arising from acts or decisions made by Employee while performing the services for Employer to the fullest extent permitted by law, but not with respect to claims by Employer against Employee for acts of dishonesty, fraud, intentional misconduct, gross negligence, criminal acts or ultra vires acts. Employee agrees to release and discharge Employer, and shall hold harmless and indemnify Employer for all liabilities, losses, demands, claims, accounts, actions and proceedings arising or resulting from Employee breaching this Agreement for fraud or intentional illegal conduct.

7. MISCELLANEOUS

7.1 Assignment. Except as otherwise provided herein, Employee may not and shall not assign any rights or delegate any duties under this Agreement.

7.2 Notices. All notices, demands, requests, and other communications required or permitted to be served on or given to either party by the other shall be in writing and shall be delivered personally or by United States mail, first class postage prepaid, certified or registered mail, return receipt requested. Notices shall be addressed as follows:

If to Employer:

If to Employee:

RTAA

Attn: Chairman of Board

7.3 Confidentiality and Restrictive Covenants. Employee recognizes that by reason of performing services for Employer, Employee will acquire confidential and proprietary information and trade secrets concerning the operation of Employer, the use or disclosure of which could cause Employer substantial and irreparable loss and harm that could not be readily calculated and for which no remedy at law would be adequate. Accordingly, Employee covenants and agrees with Employer that he will not at any time both during and after the term of this Agreement, directly or indirectly, disclose any secret or confidential information that he may learn, or, in performance of the services herein for or on behalf of Employer, use such information in a manner detrimental to the interests of Employer, except with the prior written consent of Employer or as such information: (1) is within the public domain or comes within the public domain without any breach of this Agreement or (2) was demonstrably known to Employee prior to the disclosure by the Employer provided that the source of such information is not known by the Employee to have been bound by any obligation of confidentiality or fiduciary duty to the Employer.

The term "confidential information" includes, without limitation, information not previously disclosed to the public or to the trade by Employer's management with respect to Employer or any products, facilities, methods, trade secrets and other intellectual property, software, source code, systems, procedures, manuals, confidential reports, financial information, business plans, prospects or opportunities with respect to Employer but shall exclude any information already in the public domain. Employee recognizes and agrees that all copyrights, trademarks, or other intellectual property rights to created works arising in any way from Employee's employment by Employer are the sole and exclusive property of Employer and agrees to not assert any such rights against Employer or any third-parties. Upon termination of this Agreement by either party for any reason, Employee will relinquish to Employer all documents, books, manuals, lists, records, publications or other writings, keys, credit cards, equipment, computer disks, and any other similar repositories of information or other articles that came into Employee's possession in connection with the employment for Employer and to maintain no copies or duplicates without the written approval of Employer's Board of Trustees. Employee agrees that, upon the termination of his employment for any reason, he will certify in writing that all such data has been returned to Employer and not retained by Employee

7.4 Arbitration. Except as otherwise provided herein, Employee and Employer agree that any disputes between Employee and Employer arising out of this Agreement, or the breach thereof, shall be resolved by an impartial arbitrator in the State of Nevada pursuant to the voluntary labor arbitration rules issued by the American Arbitration Association in effect in the State of Nevada at the date of the dispute. The award rendered by the arbitrator shall be conclusive and binding upon Employee and Employer. Each party shall pay its own expenses for the arbitration and the fees and expenses of the arbitrator shall be shared equally. This arbitration requirement shall also apply to, without limitation, all claims that could be brought by Employee at any time during or after the term of this Agreement under federal, state and local statutory or common law, including: the Age Discrimination in Employment Act; Title VII of the Civil Rights Act of 1964 (as amended); the Americans with Disabilities Act; the Fair Labor Standards Act; the Family Medical Leave Act; the Employee Polygraph Protection Act; the Employee Retirement Income Security Act; the National Labor Relations Act; any statutes or common

law regarding employment termination; any claims for wrongful discharge, wrongful arrest or imprisonment, harassment or discrimination, intentional or negligent infliction of emotional distress, invasion of right of privacy, or defamation. **Employee expressly acknowledges and agrees that, through this Section 7.4, he is waiving his right to a jury trial concerning the above claims.**

7.5 Public Records. Employee understands and agrees that, in light of Employer's status as a quasi-municipal corporation, certain records and/or information pertaining to Employee's employment may need to be publicly disclosed. Employee agrees that Employer may publicly disclose any information as may be required by law.

7.6 Governing Law. All rights and obligations hereunder shall be governed and construed in accordance with the laws of the State of Nevada, without reference to conflicts of law principles.

7.7 Failure to Enforce. The failure to enforce at any time any of the provisions of this Agreement or to require at any time performance by the other party of any of the provisions hereof shall in no way be construed to be a waiver of such provisions or to affect either the validity of this Agreement (or any part hereof) or the right of either party thereafter to enforce each and every provision of this Agreement.

7.8 Captions. The captions contained in this Agreement are for convenience only and are not intended to limit or define the scope or effect of any provision of this Agreement.

7.9 Counterparts. This Agreement may be executed in any number of counterparts and each such counterpart shall be deemed to be an original, but all of which, when taken together, shall constitute one Agreement.

7.10 Severability. If any provision of this Agreement is held to be invalid or unenforceable by any judgment or decision of an administrative, arbitral or judicial tribunal, court or other body of a competent jurisdiction, the remainder of this Agreement shall not be affected by such judgment or decision, and the Agreement shall be carried out as nearly as possible according to its other provisions and intent.

7.11 Entire Agreement. This Agreement contains the entire understanding between Employee and Employer with respect to the subject matter of this Agreement and it supersedes any prior oral or written agreements and understandings between them. This Agreement may be modified only in writing signed by Employee and an authorized representative of Employer.

7.12 Presumption. This Agreement or any section thereof shall not be construed against any party due to the fact that said Agreement or any section thereof was drafted by said party.

7.13 Separate Counsel. Each party has received the independent advice of its attorney prior to the execution of this Agreement. It is understood and agreed that the undersigned have not been influenced to any extent whatsoever in making this Agreement by any representative, agent or employee of an adverse party, or by any attorney, person or persons representing or employed by the undersigned, and that this Agreement is entered into freely, voluntarily and knowingly.

July 30th, 2020. IN WITNESS WHEREOF, the parties have executed this Agreement effective as of 30th

"EMPLOYER"

RENO-TAHOE AIRPORT AUTHORITY

By: Jessica Sferrazza
Jessica Sferrazza, Chairman

"EMPLOYEE"

By: Daren Griffin
Daren Griffin

EXHIBIT A

PRESIDENT & CHIEF EXECUTIVE OFFICER - KEY RESPONSIBILITIES

Under general direction of the Board of Trustees, the President & Chief Executive Officer is responsible for planning, organizing, directing and controlling all functions and activities of the two-airport system operated by the Reno-Tahoe Airport Authority. Major responsibilities, by category, include:

Airport Operations, Security, and Maintenance

- Monitors airport operations and takes action to enforce federal, state and local rules and regulations governing airport use and operations.
- Facilitates the provision of air transportation services to meet the demands of the area within the environmental constraints of the community for less noise.
- Coordinates ground-operating regulations, runway use and maintenance with Federal Aviation Administration (FAA) traffic controllers to maintain a safe operational climate.
- Ensures the Airport Emergency Plan (AEP) is complete and reviewed regularly and meets the requirement to provide for the safety of the employees and the traveling public.

Finance & Administration

- Directs staff in various aspects of budget development for the organization including establishing policies, recommending budgets, establishing control systems relative to budget management within each department, and keeping management staff and Board of Trustees informed of financial status on a regular basis.
- Maintains a self-supporting or surplus revenue status by applying good business management procedures.

Planning, Construction and Environmental

- Participates in the long and short-range planning of airport facilities by predicting aviation needs in order to formulate recommendations for major expansion programs and improvements of the airport.
- Defines, delivers, and oversees the implementation of airport plans to ensure the safe, secure, and efficient development of operations, and maintenance of the airport and related facilities.
- Enforces Federal, State, and local rules and regulations governing airport use outside the area of authority of the Federal Aviation Administration (FAA) and recommends or promulgates modifications in existing rules.
- Assists in the development of policies, procedures, and standards for the Airport Authority.
- Implements new concepts and innovations to improve airport operations.
- Directs or conducts special studies and reports, providing recommendations and substantive information for policy and decision-making.

Communications & Community/Government Relations

- Establishes and fosters liaison with key constituent groups to ensure that the Airport Authority's interests are coordinated with those of relevant stakeholders. Represents the Reno-Tahoe Airport Authority in the community, the industry and in governmental meetings.

AMENDMENT TO EMPLOYMENT AGREEMENT

THIS AMENDMENT (“Amendment”) is made effective on the date hereof to the employment agreement dated as of July 30, 2020 (the “Employment Agreement”) by and between Reno-Tahoe Airport Authority (“RTAA”), a quasi-municipal corporation (hereinafter called “Employer”), and Daren Griffin (hereinafter called “Employee”).

WHEREAS, Employee has been employed by the Employer pursuant to the terms of the Employment Agreement; and

WHEREAS, the parties desire to amend the Employment Agreement in accordance with the provisions of Section 7(11) of the Agreement.

NOW, THEREFORE, in consideration of the foregoing, of the mutual promises contained herein and of other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree to amend the Employment Agreement and supersede the provisions of the Employment Agreement as follows:

1. The first sentence of Section 2 (Term) is amended such that the end of the term of the Employment Agreement is extended from August 2, 2025 to June 30, 2027 with an option to further extend the contract term for an additional 2 years or to and including June 30, 2029.

2. The Base Salary in Section 3.1 is increased commencing July 1, 2022, such that Employer shall then pay Employee an annual salary of Three Hundred and Fifty Thousand Dollars and No/100 Cents (\$350,000.00) in equal installments, less all applicable tax withholdings, on the regularly scheduled paydays of Employer.

3. The Bonus in Section 3.1.2 is amended such that the Bonus, if any, shall be up to 20% of Employee’s then applicable annual Base Salary, instead of 10%. In addition, Section 3.1.2 is amended to clarify that Employee shall not receive a bonus under this Section 3.1.2 for the 2021/2022 fiscal year but is eligible for the discretionary, non-mandatory cash bonus for the 2022/2023 fiscal year and each fiscal year thereafter for the duration of the term based on Employee’s individual performance, as outlined in Section 3.1.2 of the Employment Agreement, as well as Employer’s performance relative to Board-agreed objectives.

4. A new Section 3.1.5 is added to the Employment Agreement to state as follows: “**Amendment Bonus.** Employer shall pay Employee 20% of his Base Salary for fiscal year 2021/2022 by June 30, 2022. The Amendment Bonus shall be subject to all applicable withholdings and similar taxes.”

5. A new Section 3.1.6 is added to the Employment Agreement to state as follows: “**Retention Incentive Bonus.** Employer shall pay Employee a retention incentive bonus of One Hundred and Twenty Five Thousand Dollars and No/100 Cents (\$125,000.00), which shall accrue at a rate of Twenty Five Thousand Dollars and No/100 Cents (\$25,000.00) annually for five years, on June 30, 2027, provided that Employee is then employed by Employer and in good standing. The Retention Incentive Bonus shall be subject to all applicable withholdings and similar taxes.”

6. Section 3.2.11 (Holiday Leave) is amended such that the Employee shall be entitled to 14 Holidays per year in addition to vacation and sick leave, instead of 13. The additional Holiday is Juneteenth.

7. Except as provided herein, all other terms and conditions of the Employment Agreement shall remain in full force and effect. Employee hereby agrees and acknowledges that the terms of this Amendment shall not trigger any rights of Employment under the Employment Agreement.

31st IN WITNESS WHEREOF, the undersigned has caused this Amendment to be executed this day of May, 2022.

“EMPLOYER”

RENO-TAHOE AIRPORT AUTHORITY

By: Shaun D. Carey
Shaun Carey, Chairman

“EMPLOYEE”

By: Daren Griffin
Daren Griffin