

BOARD OF TRUSTEES

Shaun Carey, Chair
Adam Kramer, Vice Chair
Cortney Young, Treasurer
Joel Grace, Secretary
Ronald Bath, Trustee
Mike Carrigan, Trustee
Garrett Gordon, Trustee
Brian Kulpin, Trustee
Roy Tuscany, Trustee



INTERIM PRESIDENT/CEO

Cris Jensen, A.A.E.

CHIEF LEGAL COUNSEL

Jenn Ewan

BOARD CLERK

Lori Corkery

AGENDA

Board of Trustees Regular Meeting

Thursday, May 21, 2026 | 9:00 AM

Reno Stead Airport

4895 Texas Ave, Reno, NV 89506

Notice of Public Meeting

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

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

Watch on Zoom: <https://us02web.zoom.us/j/87946994549>

Listen by Phone: Dial 1-669-900-6833

Webinar ID: 879 4699 4549

Accommodations

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

Public Comment

Anyone wishing to make public comment may do by the one of the following methods:

- 1) In person at the Board meeting
- 2) By emailing comments to lcorkery@renoairport.com by **4:00 p.m. on the day before the meeting**. Comments submitted will be given to the Board for review and included with the minutes of this meeting.
- 3) Virtually by Zoom. You must have a computer or device with a working microphone. Use the information above to log into the Zoom meeting and use the "Chat" feature to submit a request to speak. When the Chair calls for public comment, your microphone will be turned on and you will be addressed to speak.

Public comment is **limited to three (3) minutes** per person. No action may be taken on a matter raised under general public comment.

Posting

This agenda has been posted at the following locations:

1. RTAA Admin Offices, 2001 E. Plumb
2. www.renoairport.com
3. <https://notice.nv.gov/>

Supporting Materials

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

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

2. ROLL CALL

3. PUBLIC COMMENT

4. APPROVAL OF AGENDA

4.1 Approval of the Agenda for May 21, 2026 *(for possible action)*

5. APPROVAL OF MINUTES

5.1 Approval of the Minutes for April 9, 2026, regular Board meeting *(for possible action)*

5.2 Approval of the Minutes for April 22, 2026, special Board meeting *(for possible action)*

5.3 Approval of the Minutes for April 30, 2026, special Board meeting *(for possible action)*

6. PRESIDENT/CEO REPORT

7. RECOGNITIONS AND ITEMS OF SPECIAL INTEREST

8. CONSENT ITEMS (All consent items may be approved together with a single motion, be taken out of order, and/or be heard and discussed individually. Any items pulled from the consent agenda will be heard at the discretion of the Board Chair.)

8.1 Board Memo No. 05/2026-18 *(for possible action)* Review, discussion and possible authorization for the President/CEO to execute a Professional Services Agreement for Construction Management Services with AtkinsRéalis USA, for the Taxiway Alpha & Aircraft Apron Reconstruction Project – Phase 5 at the Reno-Stead Airport, in the amount of \$350,187, contingent upon acceptance of Federal Aviation Administration grant funding
Presenter: Gary Probert, Chief Planning & Infrastructure Officer

8.2 Board Memo No. 05/2026-19 *(for possible action)* Review, discussion and possible authorization for the President/CEO to execute a Construction Contract with Q&D Construction LLC, for the Base Bids and Bid Alternates 1 and 2 in the amount of \$5,470,600, contingent upon receipt of FAA grant funding; and approve an Owner’s Contingency in the amount of \$400,000
Presenter: Gary Probert, Chief Planning & Infrastructure Officer

8.3 Board Memo No. 05/2026-20 *(for possible action)* Review, discussion and possible authorization for the President/CEO to execute a five-year Professional Services Agreement with PFM Asset Management, a division of U.S. Bancorp Asset Management, Inc., for investment advisory services to the Reno-Tahoe Airport Authority, in an estimated amount of \$129,500 per year, with two additional two-year options to extend
Presenter: Randy Carlton, Chief Finance & Administration Officer

9. GENERAL BUSINESS

- 9.1 Board Memo No. 05/2026-21 (for possible action) Review, discussion and possible authorization for the Interim President/CEO to execute a Professional Services Agreement with the marketing agency finalist the Board determines to be the best fit for the Reno-Tahoe Airport Authority's needs
Presenter: Natalie Brown, Chief Marketing & Public Affairs Officer
- 9.2 Public Hearing on adoption of the Reno-Tahoe Airport Authority's fiscal year 2026-27 budget (July 1, 2026 through June 30, 2027) (This is an opportunity for the public to comment on the Reno-Tahoe Airport Authority's proposed budget for the 2026-2027 fiscal year.)
- 9.3 Board Memo No. 05/2026-22 (for possible action) Review, discussion and possible adoption of the Reno-Tahoe Airport Authority's fiscal year 2026-27 budget (July 1, 2026 through June 30, 2027)
Presenter: Renee Miller, Budget Manager
- 9.4 Board Memo No. 05/2026-23 (for possible action) Review, discussion and possible adoption of Resolution No. 576 amending Resolution No. 573, establishing the Airport Rates and Charges for fiscal year 2026-27 pursuant to the Reno-Tahoe Airport Authority budget for fiscal year 2026-27
Presenter: Renee Miller, Budget Manager
- 9.5 Board Memo No. 05/2026-24 (for possible action) Review, discussion and possible authorization for the Interim President/CEO to execute a three-year collective bargaining agreement between the Reno-Tahoe Airport Authority and the Airport Authority Police Supervisors Protective Association (AAPSPA) for July 1, 2026, through June 30, 2029
Presenter: Christy Wheeler, Director of People Operations
- 9.6 Government Affairs update (for discussion only)
*Presenters: Lindsay Anderson, Director of Government & Community Affairs
Harry Glenn, Van Scoyoc Associates*

10. BOARD MEMBER COMMENTS, REPORTS AND SPECIAL REQUESTS

11. FUTURE MEETINGS AND EVENTS

DATE	EVENT
06-01-26	Board of Trustees Special Meeting - CEO Candidate Stakeholder Interviews and Debrief with Trustees
06-02-26	Board of Trustees Special Meeting - CEO Candidate Trustee Interviews
06-09-26	Planning and Finance Committee Meetings
06-11-26	Board of Trustees Regular Meeting
07-07-26	Planning and Finance Committee Meetings
07-09-26	Board of Trustees Regular Meeting

12. PUBLIC COMMENT

13. ADJOURNMENT

BOARD OF TRUSTEES
Shaun Carey, Chair
Adam Kramer, Vice Chair
Cortney Young, Treasurer
Mike Carrigan, Trustee
Joel Grace, Trustee
Brian Kulpin, Trustee



INTERIM PRESIDENT/CEO
Cris Jensen, A.A.E.

CHIEF LEGAL COUNSEL
Jenn Ewan

BOARD CLERK
Lori Corkery

MINUTES
Board of Trustees Regular Meeting
Thursday, April 9, 2026 | 9:00 AM
Reno-Tahoe International Airport, Reno, NV
Administrative Offices, Second Floor

1. OPENING ITEMS

The meeting was called to order at 9:00 a.m. Ronald Bath was invited to lead the Pledge.

Trustees Present: Shaun Carey, Mike Carrigan, Joel Grace, Brian Kulpin, Cortney Young, Ronald Bath, Garrett Gordon

Trustees Absent: Adam Kramer

1.3 Public Comment

Public comment was given by Ken Moen.

1.4 Approval of the Agenda (*for possible action*)

Moved by Joel Grace, seconded by Cortney Young, to approve the agenda as presented

Ayes: Carey, Carrigan, Grace, Kulpin, Young

Nays:

Absent: Adam Kramer

Abstained:

Recused:

Result: Pass [5 to 0] (Trustees Bath and Gordon were not yet sworn in)

1.5 Approval of Minutes of the March 12, 2026, Regular meeting of the Board of Trustees (*for possible action*)

There being no corrections, the Minutes were approved as presented.

2. INTERIM PRESIDENT/CEO REPORT

Oaths of Office were administered to Ronald Bath and Garrett Gordon by the Washoe County Clerk.

Interim CEO Jensen welcomed the new Trustees and thanked Ken Moen for his involvement in the Nevada Aviation Association annual conference. He gave an update on DHS and expressed his gratitude to the FAA employees. He reported that while in Las Vegas he had the opportunity to meet with our Federal Security Director and says they are very supportive of RNO. He stated that staff is paying close attention to the issue of rising fuel costs and reported that our airline carriers have experienced no detrimental impacts so far. He shared that RTAA has been certified as a Tier 1 Green Business by the Nevada Green Business Network. And Lastly he reported that the triennial full scale disaster exercise is happening on May 13, 2026.

3. CONSENT AGENDA ITEMS (Consent items may be approved together with a single motion, be taken out of order, and/or be heard and discussed individually. Any items pulled from the consent agenda will be heard at the discretion of the Board Chair.)

There were no consent items.

4. ITEMS FOR INFORMATION, DISCUSSION, AND/OR POSSIBLE ACTION

4.1 Stead Master Plan update

Jed Hammer, Airport Planner, and Peter Maiman of Ardurra gave this presentation of the RTS Airport Master Plan which outlined a long-term strategy to guide development over the next 20 years to meet future aviation demand. The plan focuses on forecasting activity, optimizing land use across more than 5,000 acres, improving facilities, ensuring financial sustainability, updating GIS data, and incorporating public engagement. Current activity levels are about 54,500 annual operations, with projections showing modest growth to approximately 72,000 operations by 2045, along with a small increase in based aircraft and faster growth in unmanned aircraft operations. The airport also plays a significant role in aerial firefighting, which influences planning for both current and future critical aircraft, including the potential for larger airtankers. Next steps include FAA review of forecasts, further facility planning, and continued community engagement. Board discussion followed the presentation.

Trustee Kulpin made a request to hold a Board meeting at the Stead Airport sometime this summer.

4.2 Public parking plan update

Lissa Butterfield, Planning & Environmental Services Manager, gave this presentation and discussed the Parking Expansion Study conducted by the RTAA to evaluate options to meet airport parking demand through 2038, accounting for the loss of existing spaces due to redevelopment projects and projected growth. The study compares solutions including vertical expansion of the current parking structure and construction of a new standalone garage, analyzing feasibility, cost, operational impacts, and construction risks. While vertical expansion options could add capacity, they present structural challenges, higher risk, and potential disruption, whereas a new standalone parking structure offers a more scalable, efficient, and lower-disruption solution that meets long-term demand. Next steps include planning for new

facilities, potential land acquisition, and coordination with key stakeholders. Board discussion followed.

Request by Trustee Young: presentation or information in terms of long term planning that may include a third terminal (*concourse*) as we look at our growth. Interim CEO Jensen explained that our Master Plan project will include that information.

4.3 Air Service update

Hasaan Azam, Director of Air Service Development & Properties, and Kirk Lovell of Mean & Hunt gave this presentation which highlighted RNO’s strategy to retain, grow, and attract air service while navigating a dynamic airline industry shaped by fluctuating fuel costs, labor expenses, and profitability pressures. Despite these challenges, airlines remain optimistic, and RNO is experiencing steady growth, with 11 airlines serving over 20 nonstop destinations and passenger volumes reaching 4.9 million in 2025, with projections to exceed 5 million in 2026. Capacity is increasing modestly, though industry headwinds may slow growth, and the airport still has room to improve load factors to meet national averages. The presentation also emphasizes targeted market analysis for new routes and highlights recent success with new nonstop service to Nashville, reinforcing RNO’s efforts to expand connectivity and meet future demand. Board discussion followed.

Trustee Kulpin made a request for more frequent air service updates.

4.4 Board Memo No. 04/2026-13 (for possible action) Authorization to execute a Professional Services Agreement with artist John Hoelscher Studio LLC, for the design, fabrication, and installation of custom commissioned permanent terrazzo and entryway artwork in the new Police Station and Airport Authority Headquarters (HQ) at Reno-Tahoe International Airport for an amount not to exceed \$200,000

Holly Hayden, Public Art Consultant & Artist Liaison, gave this presentation which seeks Board approval to contract with Jason Hoelscher Studio LLC to design, fabricate, and install custom terrazzo and entryway artwork for the new Police Station and Airport Authority Headquarters as part of RTAA’s 1% for Art Program. The proposed artwork integrates regional themes—such as the Sierra Nevada, Truckee River, and aviation—into both interior and exterior designs to enhance the visitor experience and align with the airport’s strategic vision for public art. The project will be completed in partnership with experienced contractors, is scheduled through March 2027, and will cost no more than \$200,000, funded through the Public Art Fund.

Moved by Cortney Young, seconded by Joel Grace, to authorize the President/CEO to execute a Professional Services Agreement with artist John Hoelscher Studio LLC, for the design, fabrication, and installation of custom commissioned permanent terrazzo and entryway artwork in the new Police Station and Airport Authority Headquarters (HQ) at Reno-Tahoe International Airport for an amount not to exceed \$200,000

Ayes: Bath, Carey, Carrigan, Gordon, Grace, Kulpin, Young

Nays:

Absent: Adam Kramer

Abstained:
Recused:
Result: Pass [7 to 0]

4.5 Board Memo No. 04/2026-14 *(for possible action)* Authorization for the Interim President/CEO, or his designee, to negotiate and execute a fifty-year ground lease on property located at the corner of Plumb Lane and Terminal Way, commonly known as the Gateway Center, between the Reno-Tahoe Airport Authority and S3 Development Company, LLC, for an estimated minimum contract value of \$2,328,000

In the interest of transparency, Trustee Grace disclosed that he has had a previous business relationship with one of the parties related to the property in question that could be affected by this item and therefore would not participating in the discussion or vote.

In the interest of transparency, Trustee Gordon disclosed that his law firm has a business relationship with and represents S3 Development in other matters which could affect reasonable judgment of this item and therefore would not be participating in the discussion or vote.

Aurora Ritter, Commercial Business Development Director, gave this presentation.

Moved by Cortney Young, seconded by Mike Carrigan, to authorize the President/CEO, or his designee, to negotiate and execute a fifty-year ground lease on property located at the corner of Plumb Lane and Terminal Way, commonly known as the Gateway Center, between the Reno-Tahoe Airport Authority and S3 Development Company, LLC, for an estimated minimum contract value of \$2,328,000
Ayes: Bath, Carey, Carrigan, Kulpin, Young
Nays:
Absent: Adam Kramer
Abstained:
Recused: Garrett Gordon and Joel Grace
Result: Pass [5 to 0]

5. ANNOUNCEMENT OF UPCOMING MEETINGS AND EVENTS

DATE	EVENT
04/22/2026	Board of Trustees – Budget Workshop
05/19/2026	Planning and Finance Committee Meetings
05/21/2026	Board of Trustees Regular Meeting
06/09/2026	Planning and Finance Committee Meetings
06/11/2026	Board of Trustees Regular Meeting
07/07/2026	Planning and Finance Committee Meetings
07/09/2026	Board of Trustees Regular Meeting

6. BOARD MEMBER COMMENTS, REPORTS AND SPECIAL REQUESTS

Trustee Young reported she will be in Washington DC next week with the RSCVA advocating for the passage of certain bills.

Trustee Kulpin thanked Randy Carlton for providing the CPE information.

Trustee Grace commented that he feels the pace in which McCarthy is moving is impressive and would encourage others to request tours of the construction sites and of the Stead Airport.

7. CLOSING ITEMS

7.1 Public Comment

There were no comments from the public.

7.2 Adjournment

The meeting was adjourned at 11:32 a.m.

BOARD OF TRUSTEES

Shaun Carey, Chair
Adam Kramer, Vice Chair
Cortney Young, Treasurer
Joel Grace, Secretary
Ronald Bath, Trustee
Mike Carrigan, Trustee
Garrett Gordon, Trustee
Brian Kulpin, Trustee



INTERIM PRESIDENT/CEO

Cris Jensen, A.A.E.

CHIEF LEGAL COUNSEL

Jenn Ewan

BOARD CLERK

Lori Corkery

MINUTES

Board of Trustees – Budget Workshop

Thursday, April 22, 2026 | 9:00 AM

Reno-Tahoe International Airport, Reno, NV

Administrative Offices, Second Floor

1. INTRODUCTORY ITEMS

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

Trustees Present: Shaun Carey, Mike Carrigan, Joel Grace, Adam Kramer (Zoom), Brian Kulpin, Cortney Young, Ronald Bath, Garrett Gordon

Trustees Absent: None

2. PUBLIC COMMENT

There were no comments from the public.

3. GENERAL BUSINESS

3.1 Board Memo No. 05/2026-15 (*for discussion only*) Board Workshop on the Preliminary Budget of the Reno-Tahoe Airport Authority for the fiscal year beginning July 1, 2026 (FY 2026-27)

This presentation was given by Renee Miller, RTAA’s Budget Manager, and outlined the airport’s FY 2026–27 budget development process, key financial assumptions, and operational outlook. It highlighted stable travel demand with over 5 million expected passengers, modest growth in enplanements, and total operating revenues projected at \$102.6 million (up 3.9%). While revenues and expenses are generally trending below budget in FY 2025–26, inflationary pressures, rising personnel costs, and increased service expenses are key factors in the upcoming budget. Significant investment continues through a \$249.3 million capital program, largely driven by the MoreRNO initiative. The budget is guided by strict regulatory requirements, airline agreements, and financial policies, with ongoing monitoring of risks such as economic conditions, airline traffic, and geopolitical impacts before final adoption in May 2026.

4. PUBLIC COMMENT

There were no comments from the public.

5. ADJOURNMENT

The meeting was adjourned at 10:51 a.m.

BOARD OF TRUSTEES

Shaun Carey, Chair
Adam Kramer, Vice Chair
Cortney Young, Treasurer
Joel Grace, Secretary
Ronald Bath, Trustee
Mike Carrigan, Trustee
Garrett Gordon, Trustee
Brian Kulpin, Trustee
Roy Tuscany, Trustee



INTERIM PRESIDENT/CEO

Cris Jensen, A.A.E.

CHIEF LEGAL COUNSEL

Jenn Ewan

BOARD CLERK

Lori Corkery

MINUTES
Special Meeting of the Board of Trustees
Thursday, April 30, 2026 | 1:30 PM
-- Virtual Only --

1. CALL TO ORDER

The meeting was called to order at 1:30 p.m. by Vice-Chair, Adam Kramer.

2. ROLL CALL

Trustees Present on Zoom: Ronald Bath, Shaun Carey, Mike Carrigan, Garrett Gordon, Joel Grace, Adam Kramer, Brian Kulpin, Roy Tuscany, Cortney Young

Trustees Absent: None

3. PUBLIC COMMENT

There were no comments from the public.

4. GENERAL BUSINESS

4.1 Board Memo No. 04/2026-16 (for possible action) Approval of Governance & Team Development Services

Interim CEO, Cris Jensen, briefly introduced the item to the Board for discussion and possible action.

The following action was taken by the Board:

Moved by Cortney Young, seconded by Garrett Gordon, that the Board direct staff to issue Requests for Proposals for both Technical Board Governance consulting services and Team Development consulting services, and to return to the Board with recommendations upon completion of the RFP process

Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young

Nays:

Absent:
Abstained:
Recused:
Result: Pass [9 to 0]

4.2 Board Memo No. 04/2026-17 (for possible action) Update and discussion on the RTAA President/CEO search with possible action to provide updated direction to the search firm regarding the search process and/or search timeline (for discussion only)

Interim CEO, Cris Jensen, left the meeting in order to separate himself from the deliberations and/or discussions related to the executive search as he is now a candidate.

This item was presented by Emily Ellison, Chief People & Culture Officer, RTAA, and Rod Dinger, A.A.E., Senior Project Manager, ADK Consulting, Inc.

The following actions were taken by the Board:

Moved by Cortney Young, seconded by Garrett Gordon, to revise the composition of the Advisory Stakeholder Panel by removing Cris Jensen and adding Rick Murdock in his place, and retaining Rosemary Vassiliadis.
Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young
Nays:
Absent:
Abstained:
Recused:
Result: Pass [9 to 0]

Moved by Joel Grace, seconded by Garrett Gordon, to approve the CEO candidate activities schedule as presented.
Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young
Nays:
Absent:
Abstained:
Recused:
Result: Pass [9 to 0]

Moved by Garrett Gordon, seconded by Brian Kulpin, to approve the process for interview question development.
Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young
Nays:
Absent:
Abstained:
Recused:
Result: Pass [9 to 0]

Moved by Joel Grace, seconded by Brian Kulpin, to approve the direction presented by staff for the CEO candidate social engagement.

Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young

Nays:

Absent:

Abstained:

Recused:

Result: Pass [9 to 0]

Moved by Brian Kulpin, seconded by Joel Grace, to approve the recommendation by staff that the CEO candidates include their spouse for the in-person visit.

Ayes: Trustees Bath, Carey, Carrigan, Gordon, Grace, Kramer, Kulpin, Tuscany, Young

Nays:

Absent:

Abstained:

Recused:

Result: Pass [9 to 0]

**Staff twice noted for the record that the heading for this agenda item listed the item as ‘for possible action,’ and the inclusion of the wording ‘for information only’ following the description of the agenda item was a Scribner’s error.

5. PUBLIC COMMENT

There were no comments from the public.

6. ADJOURNMENT

The meeting was adjourned at 2:54 p.m.

Joel Grace, Secretary

Interim President/CEO Report

To: All Trustees
From: Cris Jensen, Interim President/CEO
Date: May 2026

AIR SERVICE DEVELOPMENT

Airline Engagement & Meetings

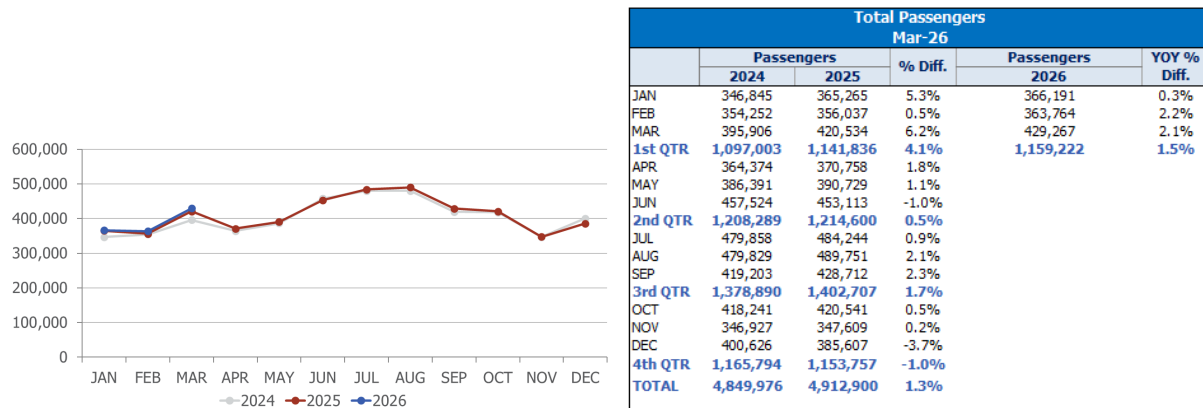
Staff held multiple airline engagements in April, including discussions with Southwest Airlines on the latest schedule release and marketing efforts supporting Nashville service. Staff also met with JSX Airlines regarding its questions about potential facility improvements and with JetBlue Airways to review current performance and future opportunities in the market. Additionally, staff is coordinating with Alaska Airlines on a retreat it will be hosting in RNO for its network planning team. Representing the AAAE Air Service Development steering committee, staff attended the AAAE Annual Conference to gain insights into the latest trends and developments impacting the industry.

Community Outreach

Staff continued community engagement efforts in April through a range of meetings and presentations. Staff met with RSCVA’s Go West travel planners at the airport to provide an overview of air service and regional connectivity. Staff also presented an airport update at a Chamber of Commerce event and, in collaboration with the RSCVA, participated in two webinars for AMEX GBT and Prestige meeting planners, highlighting Reno Tahoe’s accessibility. Additional outreach included a meeting with Travel Nevada to provide an air service update and participation in an airport marketing open house, where staff engaged with local marketing representatives to discuss the role of air service in the community and answer questions.

March 2026 RNO Passengers

RNO served 429,267 passengers in March 2026 (our busiest March in 17 years), an increase of 2.1% versus the same period last year. In March 2026, RNO was served by 10 airlines to 22 non-stop destinations. The total seat capacity was up 6.0%, and flights increased 1.1% when compared to March 2025.



Schedule Highlights

American Airlines (AA) is bringing in seasonal non-stop service to Los Angeles (LAX) for Burning Man August 28 through September 7. This flight will operate 1-3x daily.

Delta Air Lines (DL) seasonal non-stop service to Minneapolis (MSP) returns June 7 and continues through September 9. This flight will operate daily.

JetBlue Airlines (B6) seasonal non-stop service to New York City (JFK) returns June 11 and continues through September 8. This flight will be at an earlier time slot than before (departs RNO around 7:30-8:00 AM) and will operate daily.

JSX Airlines (XE) seasonal non-stop service to Carlsbad (CLD) and Las Vegas (LAS) both return June 11 and continue through September 28. Both flights will operate 4x a week on Monday, Thursday, Friday, and Sunday.

United Airlines (UA) seasonal non-stop service to Houston-Intercontinental (IAH) returns May 23 and continues through August 9. This will start as a Saturday only, then transition to Saturday and Sunday.

Southwest Airlines (WN)

- o Seasonal non-stop service to Dallas-Love (DAL) returns June 4 and continues through September 27. This flight will operate as a daily from June 4 – August 3, then will transition into a Sunday only.
- o Seasonal non-stop service to Chicago-Midway (MDW) returns June 4 through September 28. This flight will start out daily and transition to 5x weekly.
- o Announced new non-stop service to Nashville (BNA) starting on October 1. This flight will be 4x weekly, and will operate on Monday, Thursday, Friday, and Sunday.

Sun Country Airlines (SY) seasonal non-stop service to Minneapolis (MSP) returns May 21 and continues through August 30. This flight will operate 2 times a week.



YEAR-ROUND
 SEASONAL



10 Airlines Connecting to 20+ Nonstop Destinations



May 2026 RNO Flight Schedule

Destination	Airlines	Total Departures	Details
Atlanta	Delta	31	Daily.
Austin	Southwest	18	Once on Mon, Thu, Fri, Sun.
Burbank	Southwest	35	Daily. Twice on Sun (Except 24).
Chicago-O'Hare	United	31	Daily.
Dallas/Fort Worth	American	115	Four daily. Three on 2, 5-6, 9, 12-13, 16, 19-20.
Denver	Southwest	92	Three daily. Twice on 24.
	United	100	Three daily. Four on 21-22, 25, 27-29, 31.
Guadalajara	Volaris	21	Once on Mon-Fri.
Houston-Intercontinental	United	2	Once on 23, 30.
Las Vegas	Frontier	29	Daily. No flights on 2 & 6.
	Southwest	282	Ten daily. Eleven on 5, 8, 14-15, Eight on 3, 10, 17, 31, Six on 2, 9, 16, 23-24, 30.
Long Beach	Southwest	48	Twice daily. Once on Tue, Wed, Sat, 24.
Los Angeles	Delta	122	Four daily. Three on 23-24.
	Southwest	23	Once on Mon, Thu, Fri, Sat, Sun.
	United	71	Twice daily. Three on 7-8, 11, 14-15, 18, 21-22, 25, 28-29, 31, Once on 2, 9, 16.
Minneapolis	Sun Country	4	Once on 21, 25, 28, 31.
Phoenix	American	109	Four daily. Three on 5, 12, 19, 21-22, 24-31, Twice on 23.
	Southwest	87	Three daily. Twice on Sat, 24.
Portland	Alaska	93	Three daily.
Salt Lake City	Delta	93	Three daily.
San Diego	Alaska	47	Twice daily. Once on Tue, Wed, Sat, 3, 10.
	Southwest	79	Three daily. Twice on Tue, Wed, Sat, 24.
San Francisco	United	170	Six daily. Five on 2, 9, 16, 21-22, 24-29, 31, Four on 23, 30.
San Jose	Southwest	17	Once on Mon, Thu, Fri, Sun (except 24).
Seattle	Alaska	116	Four daily. Three on Sat, 5-6, 12.

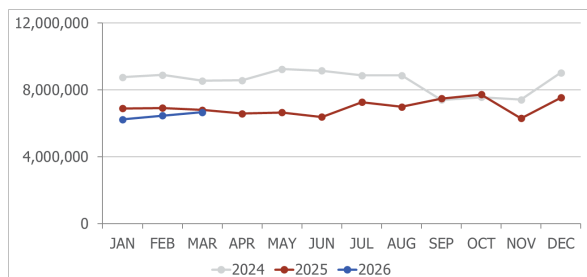
Multiple Airlines

*Does not include Charter or JSX flights

5.6.2026

March 2026 RNO Cargo

RNO handled 6,668,031 pounds of air cargo in March 2026, a decrease of 2.1% when compared to March 2025.



Total Cargo Volume in Pounds						
Mar-26						
	2024	2025	% Diff.	2026		YOY % Diff.
	Cargo in Pounds			Pounds	Metric Tons	
JAN	8,769,205	6,901,224	-21.3%	6,236,146	2,828	-9.6%
FEB	8,896,368	6,922,536	-22.2%	6,469,635	2,934	-6.5%
MAR	8,545,646	6,808,411	-20.3%	6,668,031	3,024	-2.1%
1st QTR	26,211,219	20,632,171	-21.3%	19,373,812	8,786	-6.1%
APR	8,581,674	6,584,600	-23.3%			
MAY	9,253,876	6,654,959	-28.1%			
JUN	9,160,826	6,387,181	-30.3%			
2nd QTR	26,996,376	19,626,740	-27.3%			
JUL	8,878,130	7,270,009	-18.1%			
AUG	8,876,453	6,988,551	-21.3%			
SEP	7,402,906	7,488,397	1.2%			
3rd QTR	25,157,489	21,746,957	-13.6%			
OCT	7,565,778	7,738,183	2.3%			
NOV	7,420,506	6,314,147	-14.9%			
DEC	9,030,713	7,544,354	-16.5%			
4th QTR	24,016,997	21,596,684	-10.1%			
TOTAL	102,382,081	83,602,552	-18.3%			

ECONOMIC DEVELOPMENT

Properties

Concessions Outreach and Industry Engagement

RTAA hosted two virtual outreach events in advance of the upcoming Food & Beverage and Retail RFP releases expected this quarter. These sessions served as the final airport-hosted opportunity to connect interested parties ahead of the solicitations.

On April 28, 2026, RTAA hosted an Airport Concessions 101 session attended by approximately 70 participants. While the content mirrored previous 101 sessions, the additional session provided an opportunity for newly interested parties to engage ahead of the upcoming solicitations. RTAA also hosted the RNO Concessions: RFP Overview + Meet the Primes session on May 4, 2026, which was attended by over 100 participants and included introductions from 10 individual prime concessionaires who shared company overviews and partnership interests related to the upcoming Food & Beverage and Retail opportunities.

RNO Land Development

Gateway Center (In front of Hyatt)

The business terms for a 50-year development ground lease between the RTAA and S3 Development Company, LLC (S3) were approved at the April 9th Board Meeting. A Right of Entry and Hold Harmless Agreement has been executed to allow S3 to begin work associated with due diligence. Staff and S3 are negotiating the ground lease and preparing the required documents for the Federal Aviation Administration (FAA) Section 743 submittal which will determine if the FAA has oversight authority over this development project. Staff anticipates that FAA oversight will not be required but must initiate the Section 743 process to receive confirmation.

Stellar Aviation Phase I Development

Stellar notified staff of their intent to construct the last component of their Phase I development, an additional 30,000sf box hangar, on their Phase I leasehold located on the northeastern portion of the RNO airfield. This area is already under lease, and all FAA National Environmental Policy Act (NEPA) requirements have been met. A City of Reno building permit and airspace analysis is still required.

RTS Land Development

RTS Site Readiness Assessment

Staff, including representatives from Commercial Business Development and Engineering, are coordinating with Wood Rodgers (RTAA’s consultant) on the assessment that kicked off last month. The scope of work includes assessing the acreage under RTAA’s control to determine the areas that are easiest to develop most quickly (within 12-18 months) compared to those that will require more time and/or infrastructure. The assessment will be completed within five months, with the deliverable informing staff’s development of the proposed marketing strategy.

Dermody Properties Phase II Development

The FAA reviewed the environmental and planning documents associated with the required FAA Categorical Exclusion (CatEx) for the portion of Moya Boulevard that will extend from Phase I to access Phase II that was submitted on March 10, 2026. Staff received confirmation that the FAA found that this proposed project is categorically excluded, concluding the NEPA requirements for this project. The only other FAA requirements are associated with the airspace analysis submittals that would be submitted and evaluated closer to the beginning of construction.

O Block – Hangar Development

All utility work associated with this project has been completed and foundations for the hangars have begun being poured. The materials for the first couple of hangars are scheduled to be delivered in the next couple of months, followed by the installation of those hangars. It is anticipated that the first couple of hangars will be available for lease in Fall 2026.

OPERATIONS & PUBLIC SAFETY

Department	Event	03/2026	03/2025	03/2024
Joint Actions	Aircraft Alerts: ARFF, Ops, Police, Aircom	0		5
	Medicals: ARFF, Ops, Police, Aircom	43		27
Operations	Inspections	76	85	146
	Wildlife Incidents	10	6	2
Police	TSA Checkpoint Incidents	7	22	19
	Case Numbers Requested	16	21	11
Terminal Ops	Alarm Responses	54	53	61
	Inspections: Vehicle, Delivery, Employee	988	885	940
Compliance	Badge Actions	2309	1517	1011
ARFF	Inspections: Fuelers/Facilities	0/0		13/1
Landside	Public Parking – Total Revenue	\$1,839,586.00	\$1,634,722.00	\$1,511,823.00
	Public Parking – Total Reservation Revenue	\$90,622.43		
	Public Parking – Total Transactions	35,450	40,328	40,578
	Public Parking – Total Reservation Transactions	919		
	Public Parking – Average \$ Per Transaction	\$53.07	\$40.54	\$37.26
	Public Parking – Average \$ Per Reservation Transaction	\$98.61		
	Shuttle & Bus Trips Through GT	11,002	9,039	9,369
	Transportation Network Company Trips	46,154	39,385	34,191
	Taxi Trips Through GT	3,779	4,254	4,670

PLANNING & INFRASTRUCTURE

Please refer to the Monthly Project Status Reports which are posted with Planning & Construction Committee meetings agendas. Click [HERE](#) to view those agendas.

PEOPLE & CULTURE

Time frame: 04/01/26 – 04/30/26	
Open Positions	6
New Starts	3
Resignations/Terminations*	1
Promotions	1
<i>*Termination refers to an employee leaving under any circumstances, good or bad.</i>	

In support of professional learning initiatives, People Operations began a series of classes in anticipation of the upcoming performance review cycle for CSP and Management employees. One set of classes was for managers to provide direction on timelines and process logistics as well as goal setting protocols. Classes for non-evaluators were also offered in which the self-appraisal process was reviewed and guidance provided on goal setting.

MARKETING & PUBLIC AFFAIRS

Team Focus Areas

The Marketing and Public Affairs team supported multiple strategic priorities throughout April, including:

- Supporting the Parking Experience survey, which is open from April 13 through May 31, inviting travelers who have parked at RNO within the past year to share feedback
- Began advance planning for the opening of the new Park & Walk Lot
- Assisting Terminal Operations and AirCom in planning for the upcoming launch of Readyly, a virtual assistant that will enable the RTAA to expand current telephone and online customer service capabilities
- Advanced the 1% for Art program with two new local artist RFPs and a recorded information session for the HQ Project interior

Top Strategic Initiatives

Initiative	RTAA Strategic Priority	Outcome
Media relations	<ul style="list-style-type: none"> • Air Service and Cargo 	<ul style="list-style-type: none"> • Worked with reporters on a news cycle regarding ticket prices being impacted by rising fuel costs and summer travel trends • Proactive promotion of the return of summer seasonal routes
Arts at the Airport 1% for Public Art Program	<ul style="list-style-type: none"> • Customer Experience • Facilities for the Future • People 	<ul style="list-style-type: none"> • Opened local RFPs for the HQ building interior, which includes one Police mural and five wall-based art opportunities • Hosted and recorded the first of multiple artist information sessions designed to give interested artists an opportunity to learn more about the space, ask questions directly, and encourage local artist participation • Partial refresh of the depARTures gallery, bringing new art from the EL Cord Foundation of the Nevada Museum of Art
MoreRNO	<ul style="list-style-type: none"> • Customer Experience • Facilities for the Future 	<ul style="list-style-type: none"> • Promoted the two-week closure of the I-580 southbound ramp to help ensure travelers were aware of the detour and reinforce the construction was part of the MoreRNO program

Other Noteworthy Items

- Managed a news cycle regarding rideshare drivers deemed ineligible to operate by Nevada Transportation Authority (NTA). Local media inaccurately reported that RTAA police made decisions to trespass the drivers in question, which was not the case. Successfully reframed media narrative from inaccurate driver claims to focus on NTA as the governing body from which RTAA takes its legal lead.
- In conjunction with the City of Reno, we are planning for an event commemorating the arrival of a new Aircraft Rescue and Firefighting (ARFF) vehicle on May 27.

Board Memorandum

05/2026-18

Date: May 21, 2026

Subject: Authorization for the President/CEO to execute a Professional Services Agreement for Construction Management Services with AtkinsRéalis USA, for the Taxiway Alpha & Aircraft Apron Reconstruction Project – Phase 5 at the Reno-Stead Airport, in the amount of \$350,187, contingent upon acceptance of Federal Aviation Administration grant funding

Presenter: Gary Probert, Chief Planning & Infrastructure Officer

BACKGROUND

The Reno-Tahoe Airport Authority (RTAA) utilizes a qualified list of construction management firms to support delivery of capital improvement projects. Construction management services are required for federally funded airport construction projects to ensure proper contract administration, construction inspection, quality assurance, and compliance with FAA requirements throughout construction.

AtkinsRéalis USA, Inc. has been selected for the Taxiway Alpha and Aircraft Apron Reconstruction Project - Phase 5, from the RTAA qualified construction management services list to provide construction management (CM) services. AtkinsRéalis USA, Inc. has supported all prior phases of the Taxiway Alpha and Aircraft Apron reconstruction program.

DISCUSSION

CM services for the Taxiway Alpha and Aircraft Apron Reconstruction Project - Phase 5 provides oversight and support for construction management, project administration, construction inspection, materials testing coordination, contract administration, tenant coordination, certified payroll review, apprenticeship compliance monitoring, and coordination during construction activities in accordance with FAA requirements for federally funded airport projects.

The construction management fee of \$350,187 is based on the anticipated construction duration and scope of work and is consistent with RTAA-selected construction management services for similar airfield projects.

The estimated project schedule is shown in Table 1 – Preliminary Schedule.

Table 1 – Preliminary Schedule

Activity	Date
Board Approval	May 21, 2026
Taxiway A & Aircraft Apron Reconstruction - Phase 5	July 9 – October 29, 2026

FISCAL IMPACT

The total costs associated with the Taxiway Alpha and Apron Reconstruction – Phase 5 project, including the construction contract (Q&D Construction), construction management (AtkinsRéalis), contract administration (Kimley-Horn), RTAA administrative costs, and reimbursement of eligible previously self-funded design costs, will be funded through pending FAA Airport Improvement Program (AIP) and Airport Infrastructure Grant (AIG) awards, as applicable, and RTAA Special Fund contributions. The Owner’s Contingency is included in the RTAA Special Fund. A summary of the funding sources for the project scope is provided in Table 2 – Funding Sources.

Table 2 – Funding Sources

Funding Source	Total Amount	FAA Share	RTAA Share	FAA Percentage
AIP Grant	\$4,433,562	\$4,211,884	\$221,678	95.00%
AIG Grant	\$928,977	\$882,528	\$46,449	95.00%
Special Fund	\$967,130	\$0	\$967,130	0%
Total	\$6,329,669	\$5,094,412	\$1,235,257	-

The total project budget, including construction, construction management, contract administration, owner’s contingency, other direct costs, reimbursement of eligible prior design costs, is estimated at \$6,329,669, as summarized in Table 3 – Project Estimate at Completion.

Table 3 – Project Estimate at Completion

Contract Administration (Kimley Horn)	Construction Management (Atkins)	Construction (Q&D)	Other Direct Costs *	Owner’s Contingency	Estimate At Completion
\$54,000	\$350,187	\$5,470,600	\$54,882	\$400,000	\$6,329,669

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

STRATEGIC PRIORITIES

- Safety and Security
- Facilities for the Future
- Financial Stewardship
- Customer Experience
- General Aviation
- Sustainability

COMMITTEE COORDINATION

Planning and Construction Committee

STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

PROPOSED MOTION

“Move to authorize the President/CEO to execute a Professional Services Agreement for Construction Management Services with AtkinsRéalis USA, for the Taxiway Alpha & Aircraft Apron Reconstruction Project – Phase 5 at the Reno-Stead Airport, in the amount of \$350,187, contingent upon acceptance of Federal Aviation Administration grant funding.”

Board Memorandum

05/2026-19

Date: May 21, 2026

Subject: Authorization for the President/CEO to execute a Construction Contract with Q&D Construction LLC, for the Base Bids and Bid Alternates 1 and 2 in the amount of \$5,470,600, contingent upon receipt of FAA grant funding; and approve an Owner's Contingency in the amount of \$400,000

Presenter: Gary Probert, Chief Planning & Infrastructure Officer

BACKGROUND

The Reno-Stead Airport (RTS) Taxiway Alpha and Aircraft Apron comprise a major public-use aircraft movement and parking area, with Taxiway Alpha located along the northern boundary of the apron. Both Taxiway Alpha and the apron are existing pavement areas that have exceeded their intended service life and exhibit significant pavement deterioration consistent with long-term operational use and environmental exposure. The last time Taxiway Alpha and the apron were reconstructed was through a multi-year improvement program from 1994 to 1996.

The Federal Aviation Administration (FAA) has identified non-standard intersection geometry within the Taxiway Alpha system, including the Taxiway A2 and Taxiway A3 intersections. The Taxiway A2 condition was addressed under Phase 4 of this program, and the remaining Taxiway A3 non-standard condition is being corrected under Phase 5 to meet current FAA design standards and maintain eligibility for federal funding participation.

RTS serves as a general aviation reliever airport supporting wildfire aviation operations through the Bureau of Land Management (BLM) air tanker base, along with Aviation Classics, Ltd. (Fixed Base Operator), Tactical Air Support (TAC-Air), Nevada Army National Guard, and general aviation tenants. The airport operational activity contributes to long-term pavement deterioration in combination with age and environmental exposure.

The Board previously approved a Professional Services Agreement with Kimley-Horn on August 8, 2019 (Board Memo #19(08)-53) for design services covering the full Taxiway Alpha and apron reconstruction program. Design development was structured to support a multi-year phased construction approach, aligning with FAA funding projections and additional infrastructure requirements to the storm drain system.

Recent capital investment at RTS includes prior phases (Phases 1 through 4) of the Taxiway Alpha and Apron Reconstruction project. Other investments at RTS include the Runway 8-26 Reconstruction and Taxiway C Reconstruction projects.

DISCUSSION

The Taxiway Alpha & Aircraft Apron Reconstruction Project – Phase 5 continues rehabilitation of the next phase of the Taxiway Alpha and Aircraft Apron pavements at RTS. The work includes approximately 25,000 square yards of pavement reconstruction, along with associated storm drainage improvements, pavement markings, and miscellaneous airfield improvements required to complete this phases scope of work.

The project was structured to separate FAA-eligible and non-eligible work items in accordance with FAA Airport Improvement Program (AIP) funding requirements. Certain apron pavement areas were identified as not eligible for FAA participation and were segregated within the bid structure to allow for potential alternative funding participation where applicable.

Storm drainage improvements were also separated within the bid structure to provide flexibility in FAA funding allocation and to preserve eligibility for consideration under the Airport Infrastructure Grant (AIG) program, subject to FAA determination and available funding.

The Taxiway Alpha & Aircraft Apron Reconstruction Project – Phase 5 was publicly advertised on April 7, 2026, in the Reno Gazette Journal (RGJ), on the RTAA website, and through the Nevada Government eMarketplace (NGEM). Bid opening occurred on April 28, 2026, with bids received from two contractors as summarized in Table 1 – Bid Tabulation.

Table 1 – Bid Tabulation

Scope	Engineer's Estimate	Q&D Construction	Sierra Nevada Construction
Base Bid 1 (Taxiway & Apron)	\$4,021,800.00	\$3,360,210.00	\$4,493,007.00
Base Bid 2 (Apron)	\$445,250.00	\$405,580.00	\$602,000.00
Base Bid 3 (Apron)	\$124,450.00	\$161,550.00	\$209,000.00
Base Bid 4 (Storm Drain)	\$1,148,700.00	\$945,560.00	\$1,440,000.00
Bid Alternate 1 (Storm Drain)	\$339,800.00	\$333,000.00	\$451,000.00
Bid Alternate 2 (Storm Drain)	\$225,800.00	\$264,700.00	\$365,000.00
Bid Alternate 3 (Storm Drain)	\$255,800.00	\$264,700.00	\$372,000.00
Bid Alternate 4 (Storm Drain)	\$255,800.00	\$264,700.00	\$374,000.00
Total Awarded (Base Bids 1-4 & Bid Alternates 1 & 2)	\$6,305,800.00	\$5,470,600.00	\$7,560,007.00

Following evaluation of bids, Q&D Construction LLC was determined to be the lowest responsive and responsible bidder. The recommended basis for the award includes Base Bids 1, 2, 3 and 4, and Bid Alternates 1 and 2, consistent with available FAA funding participation.

Staff will coordinate with the FAA to finalize grant funding allocations and apply available AIP funds to eligible construction costs prior to use of any approved owner’s contingency.

The contract provides a 45-calendar-day procurement period and a 112-calendar-day construction duration for completion of the Basis of Award. The estimated project schedule is shown in Table 2 – Preliminary Construction Schedule:

Table 2 – Preliminary Construction Schedule

Activity	Date
Board Approval	May 21, 2026
Procurement	May 25 – July 8, 2026
Taxiway A & Aircraft Apron Reconstruction Phase 5	July 9 – October 29, 2026

FISCAL IMPACT

The costs associated with the Taxiway Alpha and Apron Reconstruction – Phase 5 project, including the construction contract (Q&D Construction), construction management (AtkinsRéalis), contract administration (Kimley-Horn), RTAA administrative costs, and reimbursement of eligible previously self-funded design costs, will be funded through pending FAA Airport Improvement Program (AIP) and Airport Infrastructure Grant (AIG) awards, as applicable, and RTAA Special Fund contributions. The Owner’s Contingency is included in the RTAA Special Fund. A summary of the funding sources for the project scopes is provided in Table 3 – Funding Sources.

Table 3 – Funding Sources

Funding Source	Total Amount	FAA Share	RTAA Share	FAA Percentage
AIP Grant	\$4,433,562	\$4,211,884	\$221,678	95.00%
AIG Grant	\$928,977	\$882,528	\$46,449	95.00%
Special Fund	\$967,130	\$0	\$967,130	0%
Total	\$6,329,669	\$5,094,412	\$1,235,257	-

The total project budget, including construction, construction management, contract administration, owner’s contingency, other direct costs, reimbursement of eligible prior design costs, is estimated at \$6,329,669, as summarized in Table 4 – Project Estimate at Completion.

Table 4 – Project Estimate at Completion

Contract Administration (Kimley Horn)	Construction Management (Atkins)	Construction (Q&D)	Other Direct Costs *	Owner’s Contingency	Estimate At Completion
\$54,000	\$350,187	\$5,470,600	\$54,882	\$400,000	\$6,329,669

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

STRATEGIC PRIORITIES

Safety and Security
Facilities for the Future
Financial Stewardship
Customer Experience
General Aviation
Sustainability

COMMITTEE COORDINATION

Planning and Construction Committee

STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

PROPOSED MOTION

“Move to authorization the President/CEO to execute a Construction Contract with Q&D Construction LLC, for the Base Bids and Bid Alternates 1 and 2 in the amount of \$5,470,600, contingent upon receipt of FAA grant funding; and approve an Owner’s Contingency in the amount of \$400,000.”

Board Memorandum

05/2026-20

Date: May 21, 2026

Subject: Authorization for the President/CEO to execute a five-year Professional Services Agreement with PFM Asset Management, a division of U.S. Bancorp Asset Management, Inc., for investment advisory services to the Reno-Tahoe Airport Authority, in an estimated amount of \$129,500 per year, with two additional two-year options to extend

Presenter: Randall Carlton, Chief of Finance & Administration

BACKGROUND

The Reno-Tahoe Airport Authority (RTAA) is dedicated to prudent financial stewardship and effective management of its investment portfolios. To support these objectives, RTAA maintains a formal investment policy that outlines the framework governing daily investment activities. Historically, RTAA has engaged independent investment advisors to provide specialized expertise, strengthen portfolio performance, and ensure full compliance with applicable laws, regulations and internal policies. Investment advisors offer capabilities not readily available in-house, such as continuous market monitoring, access to an extensive broker/dealer network, advanced portfolio management tools, and comprehensive performance measurement and benchmarking resources.

RTAA's investment program is structured to support both operational liquidity and long-term capital needs, with diversified portfolios that include U.S. Treasury securities, federal agency obligations, high-grade corporate securities, and other permitted instruments. An overview of RTAA's investment holdings as of December 31, 2025 is as follows:

Description	Operating Portfolio	Bond Portfolio
Total Market Value	\$124.6 M	\$199.4 M
Book Yield	4.18%	3.69%
Effective Duration	1.6 Years	0.55 Years
Security Holdings	37	31
U.S. Treasuries	31.70%	57.89%
U.S. Agencies	39.38%	16.49%
Supranational Securities	2.09%	-
Corporate Bonds	7.07%	-
Asset-Backed Securities	1.21%	-
Money Market Funds	-	25.62%
Bank Deposits	2.02%	-
Pooled Funds (LGIP)	16.53%	-

In June 2017, the Board authorized a five-year professional services agreement for investment advisory services with Government Portfolio Advisors, LLC (GPA), including two two-year options to extend. That agreement followed a competitive solicitation process and supported the strategic objective to enhance earnings on RTAA’s investment balances. Under this agreement, GPA provided services for both operating and bond proceeds portfolios and included ongoing portfolio review, compliance monitoring, and reporting. Both two-year extension options under the GPA agreement have now been exercised, resulting in a final contract end date of June 30, 2026.

In anticipation of the contract expiration on June 30, 2026, RTAA initiated a competitive solicitation process for investment advisory services. Eight firms submitted proposals, and following a comprehensive evaluation based on experience with public funds, fee structure, compliance capabilities and client references, PFM Asset Management was selected as the recommended investment advisor. Proposals were received from the following firms:

Buckhead Capital Management	Insight Investment
Chandler Asset Management	Meeder Public Funds
GH&A	PFM Asset Management
Government Portfolio Advisors	PTMA Financial Services

PFM Asset Management brings extensive experience serving public sector clients, including airports, and offers a full suite of investment advisory services tailored to the unique requirements of airports and governmental entities. The proposed agreement with PFM Asset Management encompasses a five-year base term with two additional two-year options to extend and is designed to provide continuity of service, support ongoing compliance with Nevada statutes and RTAA investment policies, and deliver value through active portfolio management, policy review, cash flow analysis, and transparent reporting.

PFM Asset Management has an extensive track record providing discretionary fixed-income investment advisory services to public entities and airports, with a strong emphasis on safety, liquidity, diversification, and competitive returns. References from the City of Reno, Truckee Meadows Water Authority, and the Metropolitan Nashville Airport Authority highlight PFM Asset Management’s ability to manage operating, liquidity, reserve, and bond-proceeds portfolios in compliance with Nevada statutes and client investment policies. These clients report that PFM Asset Management preserved principal, maintained liquidity to meet ongoing cash needs, and achieved competitive returns, while also strengthening governance and stakeholder understanding through disciplined credit analysis, robust reporting, and frequent communication.

Transitioning to a new advisory services agreement is intended to ensure RTAA continues to meet its strategic priorities of financial stewardship while adapting to changing market conditions and regulatory requirements. Execution of the new agreement with PFM Asset Management will help RTAA maintain best-in-class investment practices, support the financial integrity of its airports, and provide flexibility to respond to future growth, infrastructure development, and evolving financial objectives. The agreement also provides for regular performance reviews, ongoing compliance monitoring, and the ability to adapt services as RTAA’s needs change over the life of the agreement.

DISCUSSION

The proposed five-year professional services agreement with PFM Asset Management represents a significant evolution in RTAA's approach to investment advisory services, reflecting both the increasing complexity of RTAA's financial operations and the heightened expectations for transparency, compliance, and performance in public sector portfolio management. This section summarizes the agreement's purpose, scope, technical requirements, anticipated impacts, and risk management framework.

The primary objective of this agreement is to secure specialized investment advisory services tailored to the unique needs of a multi-faceted airport authority. PFM Asset Management, as a division of U.S. Bancorp Asset Management, Inc., has extensive experience managing public sector portfolios, including airports and other local and regional governmental entities. The scope of services covers comprehensive portfolio management for both operating and bond proceeds portfolios, with a focus on optimizing returns while maintaining safety, liquidity, and regulatory compliance.

PFM Asset Management's responsibilities include, but are not limited to the following:

- Developing and regularly reviewing investment policy statements
- Actively managing diversified fixed-income portfolios
- Performing credit and maturity analysis
- Conducting cash flow modeling
- Providing detailed, GAAP and GASB-compliant reporting packages

PFM Management will also assist RTAA in benchmarking portfolio performance, conducting annual policy reviews, and providing regular educational sessions for staff and Board members. These services are intended to keep RTAA's investment program aligned with its strategic priorities and responsive to internal and external developments. From a technical standpoint, the agreement requires PFM Asset Management to maintain robust internal controls, advanced portfolio analytics, and a disciplined risk management framework. PFM Asset Management's investment process blends top-down macroeconomic analysis with bottom-up security selection, supported by proprietary models and real-time market data. Its internal Credit Research Group and Risk Management Working Group monitor issuer creditworthiness, sector exposures, and compliance with Nevada Revised Statutes and RTAA's investment policy guidelines. Bloomberg AIM is used for pre- and post-trade compliance checks and supports daily, monthly, and quarterly reporting so that all investment activity is transparent and auditable.

Risk management is central to the services provided by PFM Asset Management by employing a comprehensive approach to identifying, assessing, and mitigating interest rate, credit, liquidity, and regulatory risks associated with fixed-income investing. Internal controls ensure that investment decisions follow established guidelines and that any deviations are promptly identified and addressed. Regular performance reviews and compliance monitoring provide additional oversight, and strategies can be tailored to RTAA's evolving needs to maintain resilience in changing market or operational environments.

Compliance with federal, state, and local regulations is a foundational requirement. PFM Asset Management is a registered investment adviser under the Investment Advisers Act of 1940 and is

subject to rigorous regulatory oversight. The firm maintains a Code of Ethics that governs its operations and ensures ongoing compliance with Nevada statutes governing public funds, RTAA’s investment policy, and applicable federal requirements related to bond proceeds and arbitrage rebate regulations.

The value proposition of the proposed agreement rests on the expectation that the benefits of professional investment management—enhanced earnings, improved risk management, and increased transparency—will exceed the associated costs. PFM Asset Management’s fee structure is competitive and reflects the scale and complexity of RTAA’s investment program. Provisions for regular reporting, policy review, and education help ensure that RTAA’s leadership and staff are equipped to make informed decisions and to demonstrate accountability to the public and other stakeholders.

In summary, the proposed agreement with PFM Asset Management is designed to provide RTAA with best-in-class investment advisory services that support RTAA’s strategic priorities. Leveraging PFM Asset Management’s expertise, technical capabilities, and focus on compliance and transparency positions RTAA to maintain financial integrity, support ongoing infrastructure development, and deliver value to its stakeholders over the life of the contract.

FISCAL IMPACT

The proposed five-year professional services agreement with PFM Asset Management is priced as a percentage of assets under management, with a minimum annual fee of \$40,000 for RTAA’s two accounts (operating and bond proceeds portfolios). Based on December 31, 2025 asset balances, including \$101 million of securities in the operating portfolio and \$199 million in the bond portfolio, the annual cost for investment advisory services is estimated at \$129,500. This is based on a fixed percentage management fee of 0.05% on the operating fund portfolio and 0.04% on the bond proceeds portfolio of assets under management. The fee covers all core advisory services, including portfolio management, policy review, cash flow analysis, credit research, reporting, and ongoing staff education. There are no additional charges for travel, transactions, or administrative expenses, and the fee is guaranteed for the initial five-year term of the agreement.

STRATEGIC PRIORITIES

Financial Stewardship

COMMITTEE COORDINATION

Finance and Business Development Committee

STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

PROPOSED MOTION

“Move to authorize the President/CEO to execute a five-year professional services agreement with PFM Asset Management, a division of U.S. Bancorp Asset Management, Inc., for investment advisory services for the Reno-Tahoe Airport Authority, at an estimated cost of \$129,500 per year based on a fixed percentage management fee of 0.05% on the operating fund portfolio and 0.04% on the bond proceeds portfolio, with two additional two-year options to extend.”

Board Memorandum

05/2026-21

Date: May 21, 2026

Subject: Authorization for the President/CEO to execute a Professional Services Agreement with the marketing agency finalist the Board determines to be the best fit for the Reno-Tahoe Airport Authority's needs

Presenters:

- **RTAA:** Natalie Brown, Chief Marketing & Public Affairs Officer
- **KPS3:** Rob Gaedtke, Partner, President & CEO
- **The Abbi Agency:** Abbi Whitaker, Co-founder and President, Ty Whitaker, Co-founder and CEO, and Owen Truesdell, Vice President of Public Affairs

BACKGROUND

Staff is presenting the top two finalist marketing agencies to the Board of Trustees for selection to become the RTAA's go-forward Agency of Record (AOR). Staff is bringing two agencies directly to the Board due to a unique convergence of upcoming priorities that carry significant strategic weight and long-term brand implications:

- **Air Service:** RNO operates in an intensely competitive market for limited air service. While the RTAA's Commercial Business Development group leads air service development, Marketing & Public Affairs plays a direct supporting role in promoting routes and driving passenger counts.
- **Landmark Anniversaries:** The RTAA became an Authority in 1978 and RNO commenced operations in 1929 as Hubbard field – placing both milestone anniversaries within the term of the new AOR agreement.
- **Full Airport rebrand:** The RTAA is pursuing a comprehensive rebranding of the Authority and its two airports. The selected agency will serve as the primary creative and strategic partner for this effort.
- **Conclusion of the MoreRNO program:** The conclusion of the largest capital program in the Authority's history – including the grand opening of New Gen A&B and GTC – marks a pivotal institutional moment that demands strong, coordinated marketing support.

Staff acknowledges that during prior AOR Request for Proposals (RFPs), a single agency has been brought to the Board for final authorization following a staff-led evaluation process. In those prior cycles, the scope of work was primarily campaign-based, focused on paid media, digital advertising, and air service promotion. The current proposed engagement is fundamentally different in scope and permanence. The convergence of the above-mentioned priorities creates a set of circumstances in which the Board's direct participation in agency selection is both warranted and appropriate.

Staff conducted a thorough evaluation process and is presenting two highly qualified finalist agencies for the Board's consideration. The Board's vote will ensure that the agency selected to carry out this historic work has the full confidence of the Authority's governing body.

History of marketing agency relationships at the RTAA

The RTAA has maintained a continuous professional marketing agency relationship since 2005. Over that time, two agencies, KPS3 and Noble Studios, have supported a wide range of campaigns and initiatives:

Agency	Projects / Campaigns Supported
KPS3	Gateway Project capital communications
Noble Studios	"We Move You" brand campaign; COVID-19 safety messaging
KPS3	Collection of Memories campaign; MoreRNO campaign, Suitcase Stories campaign; parking campaign; renoairport.com full refresh

DISCUSSION

How we got here – the RFP process

Staff issued a formal RFP that generated significant interest. Twenty-two firms applied, 20% of whom are local. A Review Committee was comprised of employees who would directly or indirectly work with this agency, ensuring that evaluators had firsthand practical knowledge of what the work requires and what a successful partnership looks like. The Committee evaluated all 22 proposals against a comprehensive and transparent set of weighted criteria, including:

- Technical competence and qualifications of the firm and proposed team
- The firm's capacity to provide the RTAA with the full range of required services
- Experience working with public entities, specifically Part 139 certificated airports and, more specifically, airport authorities
- Demonstrated understanding of and experience marketing the northern Nevada region
- The proposed project manager's experience, qualifications, and proven leadership
- Proven track record of success providing services similar to those detailed in the RFP
- Quality and verifiability of references
- Verified performance working together as a successful, cohesive team
- Demonstrated understanding of the RTAA's specific needs, goals, and operating environment
- Competitive and transparent pricing terms
- Overall quality, accuracy, completeness, and coherency of the proposal

Through a deliberate, multi-stage evaluation process, the Review Committee methodically narrowed the field from 22 submissions down to the two finalist firms now before the Board. This was not a close call made in haste; it was a rigorous, criteria-driven process conducted by the people who will live with the outcome every day.

Finalists scores

The Review Committee undertook the substantial task of independently reviewing all 22 submissions prior to the first scoring session. The depth and duration of the Review Committee's deliberations reflect the complexity and strategic importance of this engagement. The committee met twice in formal scoring sessions, with each session requiring multiple hours of deliberation. This level of diligence is consistent with RTAA's commitment to a fair, transparent, and thorough procurement process, and it ensures that the Board is receiving a well-vetted recommendation supported by documented, criteria-based scoring.

Firm	Round 1 Score (Written Proposal)	Round 2 Score (In-Person Presentation)
KPS3	169.5 out of 195	383 out of 450
The Abbi Agency	153.05 out of 195	341 out of 450

What the Board will hear today

Both finalist agencies have been invited to present to the Board. Staff has advised each firm that their full written proposals were shared with Trustees as part of the board packet. ***Please note: the exception to this is The Abbi Agency's request to redact pages 11-18 and page 21 due to the confidential nature of the information on those pages.***

Each agency's presentation is expected to address the following key areas:

- **Main Contract Budget:** including the AOR scope as well as the extended scopes supporting the full airport rebrand and the 50th anniversary programming
- **Airport Experience:** demonstrating their depth of knowledge and prior work with commercial airports, with particular emphasis on experience with public airport authorities
- **Continuity of Current Campaigns:** specifically, how they will approach, manage, and build upon the RTAA's current advertising campaigns, ensuring no loss of momentum or brand equity during the transition

Following the presentations, the Board will be asked to select one of the two finalist firms to perform this work.

FISCAL IMPACT

For context, the **current AOR contract** with KPS3 is outlined below. Both KPS3 and The Abbi Agency's proposed budgets are outlined in their proposals, attached to this memo.

Current KPS3 Fiscal Impact				
Fiscal Year	Agency Costs	Paid Media	Not-to-Exceed Total	Actual Spend
Year 1 (FY23)	\$108,000	\$242,000	\$350,000	\$350,000
Year 2 (FY24)	\$111,000	\$242,000	\$500,000	\$350,000

Current KPS3 Fiscal Impact				
Fiscal Year	Agency Costs	Paid Media	Not-to-Exceed Total	Actual Spend
Year 3 (FY25)	\$148,000	\$202,000	\$500,000	\$350,000
Year 4 (FY26, Extension 1)	\$216,000	\$202,000	\$500,000	\$418,000 (proposed actual)

STRATEGIC PRIORITIES

Air Service and Cargo: A significant portion of the RTAA's marketing budget supports Air Service Development to both retain and expand commercial air service.

Financial Stewardship: Staff leverages its agency of record to support efforts to diversify revenue through increased commercial air service and awareness of airport services.

Customer Experience: The agency of record supports efforts to improve the overall traveler experience through timely messaging and information.

Facilities for the Future: Marketing will play a critical role in communicating the MoreRNO Infrastructure Program and its impacts to the traveling public and the broader community.

COMMITTEE COORDINATION

None

STAFF RECOMMENDATION

Staff recommends the Board vote to authorize one of these agencies to serve as AOR and to support important upcoming priorities including anniversary and rebrand activities.

PROPOSED MOTIONS

Motion #1:

“Move to authorize the Interim President/CEO to execute a Professional Services Agreement with KPS3 for Marketing Agency of Record services, anniversary services, and rebranding services for a total contract amount not to exceed \$2,063,000 for the four-year term ending June 30, 2030. The agreement shall include:

- Agency of Record services totaling \$1,672,000 over four (4) years (\$418,000 annually)
- Extended Scope A services (100th year anniversary celebration) in an amount of \$36,000 to \$141,000
- Extended Scope B services (RTAA rebrand and related services) in an amount of \$150,000 to \$250,000

The agreement shall include an option for two (2) one-year extensions for Agency of Record services, which could extend the term through June 30, 2032. Extension of the Agreement will be subject to review and renewal at the sole discretion of the RTAA.”

Motion #2:

“Move to authorize the Interim President/CEO to execute a Professional Services Agreement with The Abbi Agency for Marketing Agency of Record services, anniversary services, and

rebranding services for a total contract amount not to exceed \$2,167,350 for the four-year term ending June 30, 2030. The agreement shall include:

- Agency of Record services totaling \$2,000,000 over four (4) years (\$500,000 annually)
- Extended Scope A services (100th year anniversary celebration) in an amount of \$60,150
- Extended Scope B services (RTAA rebrand and related services) in an amount of \$107,200

The agreement shall include an option for two (2) one-year extensions for Agency of Record services, which could extend the term through June 30, 2032. Extension of the Agreement will be subject to review and renewal at the sole discretion of the RTAA.”

Human.

On purpose.

Section B:

Index *Page*

C. Cover Letter	01
D. Respondent Overview	05
E. Assigned Team	08
F. Project Specific Requests	14
G. Cost of Services	22
H. References	23
I. Supplemental Information	26



An ode to some of our favorite work together over the last few years.



Looking back to move forward

2021

Incentive campaigns (LGB, CLT, MDW and AUS)

2022

Kicked off our AOR partnership

New website

Brand workshop & marketing plan

MoreRNO campaign

Interactive mural

2023

Arts at the Airport logo

Best in Digital Performance Marketing ACE Award

Collection of Memories campaign launch

2024

Incentive campaign to ATL

Social media strategy

RASC funding collaboration

AAF Out of Home Award

2025

Parking awareness campaign

AUS incentive campaign

Marketing support retainer

2026

Launched the Suitcase Stories campaign

Section C:

Cover Letter

- Respondent name
- Contact person
- Conflicts
- Commitment to perform
- Success story
- Signature

Hello.

Respondent name:

KPS3

Contact person:

Brook Bentley

Account Director

brook.bentley@kps3.com

775.686.7412

500 Ryland Street, #300

Reno, NV 89502

Conflicts:

No conflicts.

Commitment to perform:

As the current AOR of the RTAA, KPS3 understands Section 3: Scope of Services and is eager to continue our ongoing work together. The team's capabilities are highlighted in Section E.

Airports are, by design, points of transition. Places where people move from one chapter to the next. Where journeys begin, end, and evolve. Today, the RTAA finds itself in its own moment of transition: a historic expansion to meet demand of a growing community, evolving travelers' expectations, and an exciting milestone on the horizon with its 100-year anniversary.

Moments like this require more than a vendor. They require a partner who understands where you've been, where you're headed, and what it takes to navigate change with confidence. For the past four years, KPS3 has served as the RTAA's agency of record, partnering closely to support growth, clarity, and trust. We've helped you raise awareness about flights, change parking behavior, inform the public about construction, and build deeper trust with our community. We've done it not as outsiders, but as an extension of your internal team – aligned, accessible, and fully invested in your success.

We don't stand still. We keep moving toward what's next: adopting AI thoughtfully, modernizing marketing strategies, refining data analysis, and staying ahead of how travelers dream, plan, and book their next journeys. We are right there in the thick of the transition with you and are ready to continue building this successful partnership.

As the RTAA enters its next era, progress must be both bold and enduring. You need a proven partner who can push innovation, strategy, and performance forward in ways that build momentum and hold up over time. That's who we've been and that's who we will continue to be. While so much around the airport is transitioning, your agency shouldn't be another point of uncertainty. It should be the constant. Selecting us as your agency of record means continuity that enables speed, familiarity that reduces friction, and institutional knowledge that improves decision-making.

We believe the most effective airport marketing doesn't come from isolated initiatives, but from sustained, connected efforts that evolve with the RTAA. That belief has shaped our work together. As the airport prepares for its next century, our focus is on helping the RTAA move forward boldly, building on years of progress while shaping what the next era of growth looks like.

Sincerely,



Rob Gaedtke, President & CEO

775.750.5444 | rob.gaedtke@kps3.com

Success Story: Visit Carson City

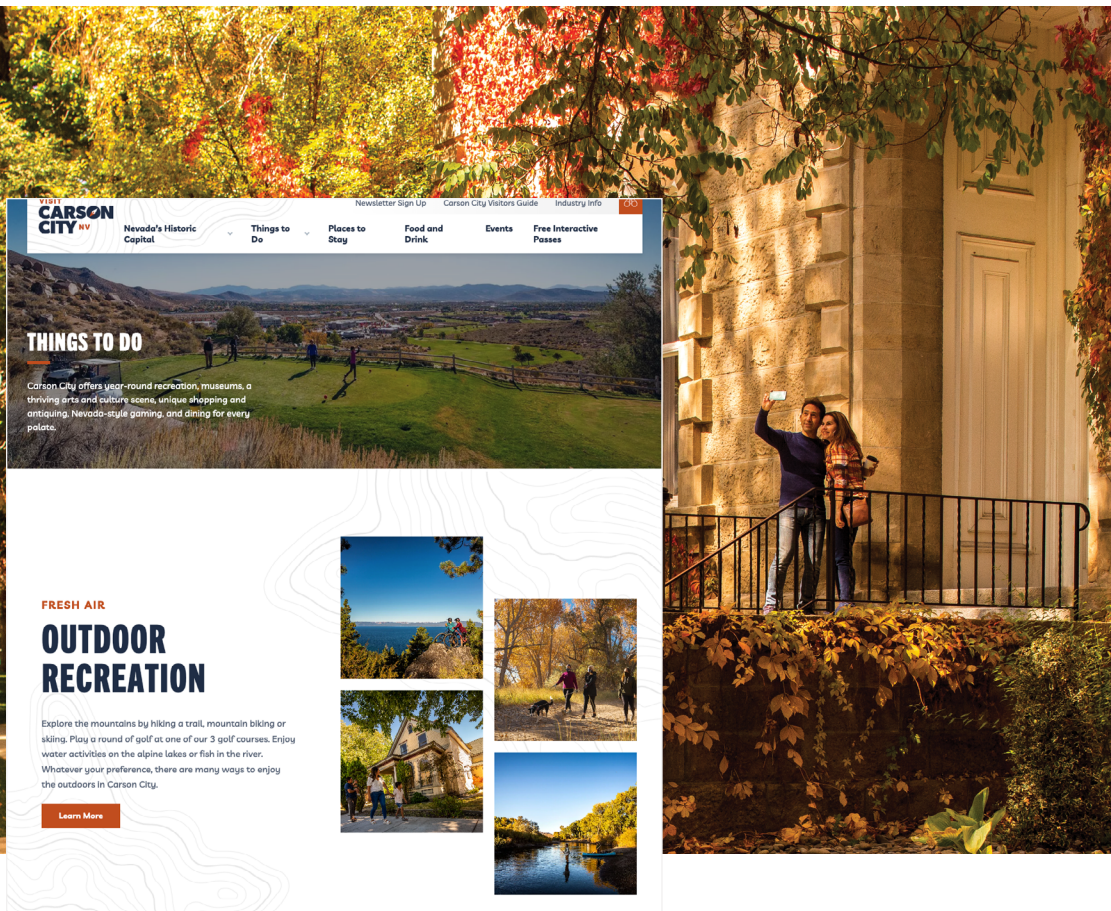
Where history lives and adventure awaits

SERVICES

- Strategic services
- Brand identity
- Messaging & content
- Creative campaigns
- Web & digital
- Public relations
- Social media
- Media management (digital & traditional)
- SEO

The sign to Carson City should have said, “Exit here for Nevada culture,” and yet, the capital city was being overlooked by a steady stream of travelers driving by on their way from Reno to Lake Tahoe. There are so many reasons to make the stop in Carson City: waterfalls, railroads, Mark Twain history, state museums, an emerging brewery scene... We could go on and on. With its relaxed atmosphere, endless outdoor activities, and a historic and walkable downtown, Carson City needed to be marketed as the centerpoint of a true Nevada experience.

We get nostalgic just thinking about how far we’ve come. When we first started working with Visit Carson City, our charge was to develop a high-level communications plan and design and develop a new website. Through our in-depth discovery, it became apparent they needed a new brand as well. Maybe it goes back to our core value of never settling, but we just kept finding creative and smart ways to push Carson City into the spotlight it deserved. Seven years later, our partnership has grown and we are now their agency of record, providing a full-service approach for the destination and we’ve launched two, fully integrated marketing campaigns.



Old logo



Logo concepts



Redesigned logo



Success Story: Visit Carson City (cont'd)

Campaign | The power of making memories

We worked with Visit Carson City to develop an awareness campaign that would have a long shelf life. Through the campaign concepts, we weaved together a story that blended nostalgia with the reminder that our best memories are still ahead of us. It positioned Carson City as the perfect place to speed up or slow down and connect with yourself, your family, and your friends.

The approach focused on taking a road trip to Carson City and highlighted the can't-miss attractions. This concept was the perfect way to focus on the brand's pillars of historical significance, outdoor adventures, and family fun.



TRIED & TRUE MEMORY MAKERS

Measure memories with love, not likes.

The kind of road trip destination that makes you want to roll the windows all the way down and keep a pair of hiking boots in the backseat for when adventure calls.

Don't just remember the good old days.
Live them.

VISIT CARSON CITY NV
FIND YOUR NEXT MEMORABLE TRIP AT VISITCARSONCITY.COM

PICK UP WHERE YOU LEFT OFF

Memories are measured in smiles, road trip snacks, and skinned-knee souvenirs. The kind of road trip that requires the bike rack, letting the kids get soaked in the mountain rivers, and saying yes to staying up late to roast marshmallows. The good old days are happening now.

VISIT CARSON CITY NV
FIND YOUR NEXT MEMORABLE TRIP AT VISITCARSONCITY.COM



Success Story: Visit Carson City (cont'd)

Out-of-the-box thinking | Tapping into holiday nostalgia



Winter wonderlands aren't just for Hallmark movies

With its historic streets, twinkling lights, and festive events, Carson City makes the perfect backdrop for visitors to step into their very own holiday movie. To prove it, we created our very own holiday rom-com: [A Winter's Charm in Carson City](#). This made-for-marketing movie blends storytelling with destination promotion, showcasing Carson City's top attractions while checking all the boxes of beloved holiday movie tropes.

The storyline follows Claire, a businesswoman on a mission to secure a land deal and her promotion... only to rediscover the magic of her hometown and the spirit of the season with the help of her childhood crush, Benn. Through this narrative, we positioned Carson City in a way that felt authentic and aspirational.

We crafted an integrated campaign that expanded on the film, including digital ads, media outreach, and a travel itinerary inspired by locations featured in the film. These elements made it easy for our audiences to picture themselves here and even easier to plan their trip.

Primary KPIs:

- Awareness
- Increased overnight stays

2 movie premieres held for VIPs & general public

120% increase in lodging referrals YoY

5k video views within one week of launching

558 media placements secured

5.7M impressions on digital ads over four months

219,000+ website visits, a 56% increase YoY



If any questions come up about our work with Visit Carson City, please reach out to:

David Peterson
 Executive Director
 775.283.7681
 dpeterson@visitcarsoncity.com

Section D:

Respondent *Overview*

- **General overview**
- **Entity background**
- **Statement of liabilities**
- **Airport industry or public entity experience**

General overview

Our next stop together

As one of Northern Nevada's largest and longest-standing agencies, we don't just work here—we are deeply invested in positively contributing to our community. We are neighbors, travelers, and advocates for a region on the rise.

- **Deeply rooted:** We work with over 30 government and nonprofit organizations on an ongoing basis.
- **Invested in impact:** We donate over \$200,000 in services and financial support to our local community each year.
 - **KPS3 donations to the RTAA:** This includes an interactive mural at RNO, Suitcase Stories survey development, AI creative enhancements, frequent flyer website break, and supporting Operation Santa Claus. And many jokes given "pro bono."
 - **Active in the field:** Our team serves as board members, coaches, and volunteers for organizations like The Children's Cabinet, The Discovery Museum, and the Reynolds School of Journalism to name a few.
- **Cultivating the future:** Through partnerships with UNR, TMCC, and the Washoe County School District, we are helping the next generation of Nevada's workforce take flight.

Why does this matter? Our personal investment in Northern Nevada's success aligns with the RTAA's vision to be a nationally respected airport, one that delivers modern, safe, and convenient facilities; elevates the customer experience; and serves as a source of community pride and economic vitality. Over the last four years, we've laid the groundwork through marketing, creative, and media excellence.

Local passion, global pedigree. This local heart is backed by a global pedigree. From scaling SaaS unicorns to navigating the complexities of California travel and tourism, our track record with national brands has prepared us to meet the RTAA's unique challenges with sophisticated, battle-tested expertise. We understand that as the airport grows, the stakes for our community grow with it.

Beyond the terminal. Our mission is to move beyond demographics and data to discover what truly moves people. As the RTAA builds the infrastructure of tomorrow, KPS3 is ready to build the narrative that fills the gates. We've been with you for the last four years, and we are ready to navigate the road and the skies ahead.



2025/26 Awards Recognition



Entity background

40+

Employees across the country with 85% living in Northern Nevada

35

Years in business (founded in 1991)

20+

Clients that have worked with KPS3 for a decade or more

Statement of liabilities

KPS3 is not currently involved in any litigation, nor do we have any past or pending legal actions that would impact our ability to perform the services outlined in this proposal.

Financial stability

KPS3 has been in business for over 30 years. We are one of the oldest and largest agencies in our state. KPS3 is a financially stable company and can provide additional information to the RTAA if needed.

Our mission

Human. On Purpose.

Why Human? Because the best solutions are born from empathy and deep understanding. Why Purpose? Because we don't just "do"—we act with intent. Every decision is driven by a clear goal.

Human. On purpose.

KPS3 is a full-service marketing and communications agency based in Reno, Nevada, with a team of 40+ employees and a distributed workforce across six states.

At KPS3, Human on Purpose isn't just a mission – it's how we show up. It means leading with empathy, curiosity, and intention in everything we do. We believe marketing isn't about selling; it's about connecting. Every strategy, every campaign, every word we write starts with people—what they feel, what they need, and what moves them to act. Because when we understand the human side, we can make the work not just effective, but meaningful.

Being Human on Purpose also means we hold ourselves accountable. To our clients, our community, and each other. It's about building campaigns and ideas that have impact, not just impressions. We ask questions, dig deeper, and create work that helps people see differently, think differently, and care differently.

We understand that behind every screen and device is a person, and our job is to get to the bottom of what they care about, beyond a demographic or a number on a page. This is the work we love to do.

KPS3 background

Founded in 1991, KPS3 is one of the longest-standing marketing agencies in the state of Nevada. For more than three decades, we have evolved alongside the industry while maintaining a strong foundation built on strategic thinking, creative excellence, and trusted client partnerships.

Over the past six years, KPS3 has nearly doubled in size, reflecting both our financial stability and the sustained demand for our services. We are proudly employee-owned, a structure that allows us to make thoughtful, long-term decisions in the best interests of our clients and our people. Remaining employee-owned is a deliberate choice and a core part of our future vision.

A handful of related (aviation, public, nonprofit, local) clients:



Airport & public entity experience

KPS3 has led and supported a variety of marketing and communications initiatives for the RTAA and State of Nevada, delivering multi-year campaigns that require strict compliance, cross-agency coordination, and clear, measurable outcomes.

10+ Years of Service*

Reno-Tahoe International Airport**
(creative and brand, media, web, experiential)

Nevada Division of Industrial Rleations | SCATS
(full-service)

Visit Reno Tahoe
(web and SEO)

University of Nevada, Reno | various colleges
(brand, web, creative)

Nevada Department of Conservation and Natural Resources | various departments (web)

Nevada Department of Human Services | various departments
(full-service)

5+ Years of Service

Nevada Office of the Attorney General (web)

Visit Carson City
(full-service)

Wedding Capital of the World | Clark County
(brand, web, digital strategy)

Less than 5 Years

George W. Gillemot Foundation**
(brand, PR)

Planes of Fame Museum**
(PR)

Flight Schedule Pro** (web)

Nevada Department of Native American Affairs
(brand, web)

Reno Tahoe Territory (PR)

* Cumulative
** Aviation-related

Full-service solutions

BRAND

Positioning
Messaging
Identity
Visual language
Content & video

SOCIAL MEDIA

Content planning & creation
Community management
Influencer relations
Social activations

CAMPAIGNS

Paid digital & social
Native
Print
Outdoor
Concept development
Social integration
Outreach & comms

PUBLIC RELATIONS

Pitching
Media monitoring
Activation stunts

WEB

Web design & development
UI & UX
Mobile & web app

GROWTH

SEM & digital media management
SEO & digital presence
Conversion rate optimization
A/B Testing
Email marketing

OUT OF THE BOX

Puppet shows
Ferry wraps
Swirl machines
Digital kissing booths
Community murals
Whatever else we think of

Why KPS3?

What sets KPS3 apart is not just what we do, but how we show up, as a partner who understands your journey, our community, and the responsibility that comes with marketing an airport. If we had to sum it up, here's what we believe sets us apart:

1. A partner who knows your journey

For the past four years, KPS3 has served as the RTAA's Agency of Record, supporting efforts ranging from flight awareness and parking behavior to construction communications and community engagement. We've done this as a true extension of the airport team, bringing local insight, institutional knowledge, and a deep understanding of the RTAA's audiences to help ensure clarity and trust during change.

2. Demonstrated performance and measurable impact

We believe marketing should deliver results, and we approach our work with the RTAA through that lens. While air service growth is the result of many factors and a true team effort, we are proud to contribute thoughtful, strategic, and creative campaigns. During a time when other airports across the country – including LAS – have experienced declines, the RNO has remained steady and, in certain months, achieved modest growth. Our role in developing integrated, data-informed campaigns has helped support this stability and momentum.

3. Innovation and a forward-looking mindset

Innovation at KPS3 is intentional and ongoing, embedded into how we research, plan, create, and execute marketing efforts. We are actively integrating AI and emerging technologies into how we execute marketing efforts. We view innovation not as a trend, but as an ongoing responsibility, and we are committed to sharing insights and opportunities with the RTAA as these tools continue to evolve.

Section E:

Assigned *Team*

- **Team members**
- **Employee résumés**
- **Organizational chart**
- **Qualifications/experience**



Collaboration + Teamwork

We believe the best work happens through true partnership. We're a hands-on team that rolls up our sleeves and works shoulder to shoulder with your marketing team. Throughout each strategic planning phase, campaign development, social post, email, and projects in between, we've collaborated closely with the RTAA team to determine the best path forward for the various marketing initiatives.

Like any strong relationship, we listen, ask thoughtful questions, and bring an objective mind to every conversation. We're driven by curiosity, collaboration, and a relentless desire to help people through our work.

Our team has extensive experience working within complex systems where decisions are made collectively and with input from the general public. We see these environments not as obstacles, but as opportunities to build stronger, more inclusive outcomes. We thrive in spaces where ideas are shaped through discussion, where priorities may vary, and where thoughtful alignment is key to moving forward. When multiple voices are at the table, the result is a campaign that reflects the depth, diversity, and compassion for the audiences it represents.

Assigned team

E2: Employee résumés
All key team member résumés can be found in Section I.

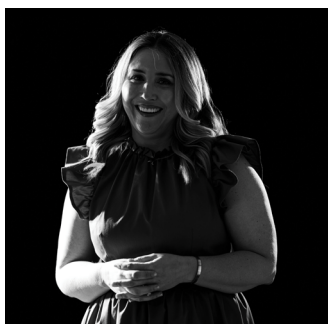


Rob Gaedtke
President & CEO

Year Hired: 2010
Credentials:
Vistage Leadership Award,
B.A. in Journalism, UNR
Role with the RTAA:
Executive sponsor

Rob's journey at KPS3 began as a designer. He then left to lead the travel division at a national digital agency. By 2010, he returned to KPS3 as VP of Creative Services before ultimately becoming President & CEO in 2014. A longtime board member and current board chair of The Children's Cabinet, Rob regularly volunteers his time throughout the community. He is also president of the Journalism Alumni Chapter and he has served on the Dean's Advisory Board for the School of Journalism, the Advisory Board for TMCC Business School, and the Washoe County Manager's Advisory Committee.

kps3.com/people/rob-gaedtke

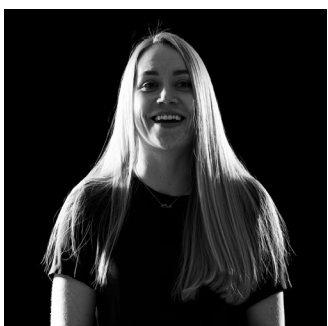


Sarah Polito
EVP

Year Hired: 2020
Credentials:
M.B.A., UNR
Role with the RTAA:
Leads strategy and provides oversight of the RTAA account to ensure alignment and client satisfaction.

Sarah serves as Executive Vice President and is a member of the agency's Executive Leadership Team. She leads and develops cross-functional teams and oversees client success. Sarah provides overall strategic direction across a diverse client portfolio, developing integrated marketing strategies grounded in audience insight, competitive analysis, and clear positioning to drive focused execution and measurable results.

kps3.com/people/sarah-polito

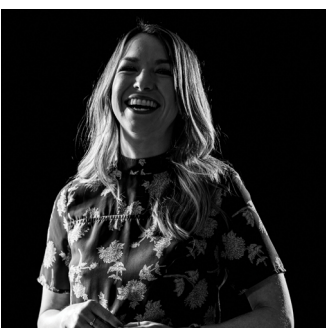


Brook Bentley
Account Director

Year Hired: 2019
Credentials:
M.B.A., UNR
Role with the RTAA:
Leads all day-to-day communications and project management.

Brook brings years of diverse content and communications experience, along with her M.B.A. with an emphasis in project management. Relentless in her passion for helping her clients find solutions and grow, Brook is known for her results-driven approach to marketing. She loves using analytics and research to help her clients make informed decisions—and she's all about people-to-people business connections.

kps3.com/people/brook-bentley



Jenna Atwater
AVP of Creative, Partner

Year Hired: 2011
Credentials:
Ad Person of the Year (2023),
B.A. in Journalism, UNR
Role with the RTAA:
Oversees creative strategy and execution.

Jenna leads creative strategy and execution across a range of client engagements. She oversees the development of creative work, guiding design, copy, and visual storytelling in support of integrated marketing efforts. With more than a decade of experience, Jenna partners closely with teams to elevate ideas from concept through execution with clarity and impact. Her work spans brand development, campaigns, digital content, and cross-channel creative solutions aligned with strategic business goals and measurable results.

kps3.com/people/jenna-hubert

Assigned team (cont'd)



Timothy White
Senior Creative Director

Year Hired: 2025

Credentials:

B.A. in Journalism, Cal Poly Humboldt

Role with the RTAA:

Leads creative strategy and execution.

Timothy grew up in Battle Mountain with nothing but bug dust and sagebrush for miles. Yet, his untameable imagination took him to big cities and agencies like BBDO, Leo Burnett, and Goodby Silverstein & Partners. His client list reads like a game of industry bingo: automotive, tech, finance, food, travel/tourism, and retail. Basically, if it needed a story, Timothy wrote it. His highlight reel includes creating the “Hamster/New Way to Roll” campaign for Kia Soul, filming a 500 HP, life-size Hot Wheel tearing through Santiago, Chile at 150 MPH, and sneaking onto the set of the TV show, *30 Rock*.

kps3.com/people/timothy-white



Kyla Hutchison
Associate Art Director

Year Hired: 2024

Credentials:

B.F.A., Flagler College

Role with the RTAA:

Translates the strategic vision into tangible visual assets.

Kyla combines award-winning design talent with a deep understanding of psychological storytelling. Her work is rooted in the belief that visual communication should be both purposeful and impactful, a philosophy that has earned her international recognition and opportunities to design for complex federal programs. By viewing every project through a lens of narrative strategy, she ensures brands connect authentically with their target audiences. An avid explorer of the Reno Tahoe region, Kyla finds her creative inspiration in the backcountry, often accompanied by her dog, Juniper.

kps3.com/people/kyla-hutchison



Lauren Cordray
Senior Designer

Year Hired: 2025

Credentials:

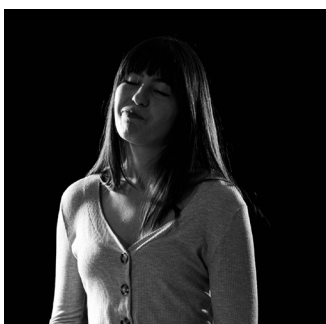
B.F.A., Savannah College of Art and Design

Role with the RTAA:

Translates the strategic vision into tangible visual assets.

Lauren views design as the essential conduit between a brand’s core identity and its market evolution. As a Senior Designer, she specializes in the architectural development of visual systems, translating high-level strategy into cohesive, high-impact creative. Her collaborative methodology ensures that integrated campaigns and brand overhauls are executed with precision and cross-functional alignment. Dedicated to a standard of excellence that rejects the status quo, Lauren consistently seeks out new design innovations to keep her clients at the forefront of their industries.

kps3.com/people/lauren-cordray



Shyene Joubert
Assoc. Director of Content

Year Hired: 2022

Credentials:

B.A. in English, UNR

Role with the RTAA:

Orchestrates the high-level editorial strategy and ensures brand storytelling.

Shyene is a content strategist who views storytelling as a vital business asset. With a background ranging from fiction copyediting to high-level content direction, she excels at solving complex narrative puzzles to move audiences toward action. Her career has been defined by a commitment to sophisticated work ethic that prioritizes the “fine print” of brand voice. When she isn’t architecting content frameworks for clients, Shyene stays sharp by engaging with complex puzzles and narrative-driven media, looking for the next great story.

kps3.com/people/shyene-joubert

Assigned team (cont'd)



Jenna Bernadyn
Social Creative Manager

Year Hired: 2025

Credentials:

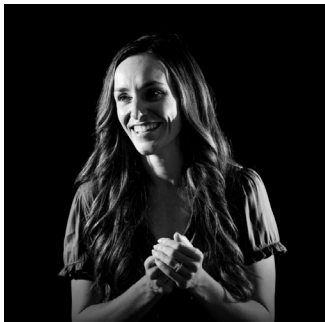
B.A. in Graphic Design & Marketing, Charleston Southern University

Role with the RTAA:

Ensures social assets are optimized for trends, social algorithms, and community.

Jenna understands the intersection of visual design and audience engagement and specializes in making brands “scroll-stopping” in a saturated digital market. With experience shaping the identity of professional sports franchises, she is adept at managing high-profile campaigns and large-scale creative reveals. Jenna advocates for a “social-first” approach, ensuring that every creative execution is backed by robust data and strategic intent. Whether she is analyzing market trends or navigating a mountain on her snowboard, Jenna is focused on the next big breakthrough for her clients.

kps3.com/people/jenna-bernadyn



Elaine Morrison
Director of Growth Marketing

Year Hired: 2024

Credentials:

B.A. in Rhetoric & Media Studies, Willamette University

Role with the RTAA:

Oversees media strategy and provides data-driven insights with rigorous experimentation.

Elaine is driven by a passion for data-informed trends and innovative problem-solving. She excels at transforming traditional marketing models into modern digital success stories. Known for her resilience and “growth mindset,” she specializes in growth marketing strategies that prioritize both efficiency and impact. Elaine is a natural leader who thrives on steep learning curves, whether she is launching a campaign from the ground up or leading a collaborative team. Outside the office, she maintains her high-energy momentum by exploring the outdoors and pursuing wellness-focused entrepreneurial ventures.

kps3.com/people/elaine-morrison



Liz Seang
Assoc. Growth Marketing Manager

Year Hired: 2022

Credentials:

B.S. in Business Administration, UNR

Role with the RTAA:

Manages digital media and optimizes various channels for peak performance.

Liz focuses on strategic integration and user-centric results, bridging the gap between complex data and human connection. She dedicates herself to elevating client insights, ensuring every digital ecosystem she manages is optimized for both performance and scalability. Whether navigating technical SEO landscapes or overseeing high-stakes accounts, Liz approaches her work with a disciplined tenacity. A first-generation college graduate committed to continuous professional growth, she applies that same drive to her personal pursuits in CrossFit and rock climbing.

kps3.com/people/elizabeth-seang



Kacey Fowler
Assoc. Account Manager

Year Hired: 2024

Credentials:

M.B.A., UNR

Role with the RTAA:

Provides project management support.

Kacey brings a high-level blend of strategic thinking and disciplined project management to our account management team. Since joining us in 2024, she has quickly grown from Account Coordinator to Associate Account Manager, a testament to her skill in managing cross-divisional collaborations and nurturing robust client relationships. Kacey’s professional foundation is built on exceptional academic and practical rigor; she graduated summa cum laude with dual degrees in Marketing and Management before completing an accelerated MBA in 2024.

kps3.com/people/kacey-fowler

KPS3 organization chart

NOTE: To ensure the highest standards of quality and brand consistency, KPS3 will execute all work for the RTAA using our in-house team. We do not use subcontractors unless specialized services are required; in such cases, the RTAA will be notified in advance for approval.

Assigned team

DEPARTMENT	KPS3 TEAM		
EXECUTIVES	Rob Gaedtke President & CEO <i>Based in Reno office</i>	Kevin Jones Chief Integration Officer <i>Based in Reno office</i>	Bob Whitefield Chief Operating Officer <i>Based in Reno office</i>
	Sarah Polito Executive Vice President <i>Based in Reno office</i>	Brittany Silva Executive Vice President <i>Based in Reno office</i>	
ACCOUNT	Mike McDowell VP of Account <i>Based in Reno office</i>	Brittany Rubenau Director of Accounts <i>Based in Reno office</i>	Danielle Longley Director of Accounts <i>Based in Reno office</i>
	Brook Bentley Account Director <i>Based in Colorado</i>	Sarah Goodlaxson Account Director <i>Based in Florida</i>	Lauren Hober Senior Account Manager <i>Based in Reno office</i>
	Kacey Fowler Assoc. Account Manager <i>Based in Reno office</i>	Ryan Sullivan Senior Account Manager <i>Based in California</i>	Ashley Campagna Account Manager <i>Based in Reno office</i>
CREATIVE	Jenna Atwater AVP of Creative <i>Based in Reno office</i>	Timothy White Senior Creative Director <i>Based in Reno office</i>	Teva Hopper Senior Creative Director <i>Based in Reno office</i>
	Lauren Cordray Senior Designer <i>Based in Reno office</i>	Kyla Hutchison Associate Art Director <i>Based in Reno office</i>	Ashley Chisam Art Director <i>Based in Reno office</i>
CONTENT & SOCIAL	Shyene Joubert Assoc. Director of Content <i>Based in Reno office</i>	Jenna Bernadyn Social Creative Manager <i>Based in Reno office</i>	Isabel Williams Content Creator <i>Based in Reno office</i>
GROWTH (MEDIA, SEARCH, EMAIL)	Julia Jones AVP of Growth Marketing <i>Based in Reno office</i>	Elaine Morrison Director of Growth Marketing <i>Based in Reno office</i>	Liz Seang Assoc. Growth Marketing Manager <i>Based in Reno office</i>
	Jessie Sanchez Growth Marketing Manager <i>Based in Virginia</i>	Tiana Antonio Growth Marketing Manager <i>Based in Las Vegas</i>	Billy Reucker Assoc. Growth Marketing Manager <i>Based in Reno office</i>
WEB DEVELOPMENT	Jonathan Rutheiser Senior Technical Director <i>Based in Reno office</i>	Elijah Woelbing Full Stack Developer <i>Based in Reno office</i>	Nitish Narala Technical Director <i>Based in Reno office</i>
	Alax Vong Designer & Developer <i>Based in Reno office</i>		
PUBLIC RELATIONS	Nicole Shearer AVP of Public Relations <i>Based in Reno office</i>	Jena Esposito Senior Public Relations Manager <i>Based in Reno office</i>	Olive Giner Public Relations Specialist <i>Based in Washington</i>
	Chrisie Yabu Director of Public Relations <i>Based in Florida</i>		
ADMINISTRATION	Olivia Ragusa Controller <i>Based in Reno office</i>	Andy Walden VP of Partnerships <i>Based in Reno office</i>	Shayna Gaedtke Director of Human Resources <i>Based in Reno office</i>
	Keegan Ferrari IT Specialist <i>Based in Reno office</i>		

Backup contacts: KPS3 operates through two internal micro-agencies designed for seamless cross-collaboration. This structure allows us to balance workloads dynamically; if one team reaches capacity, the other steps in to ensure all deadlines remain intact.

Account management: Should Brook Bentley be unavailable, Sarah Polito (EVP) and Kacey Fowler (Associate Account Manager) provide immediate backup. For additional coverage, Mike McDowell, VP of Accounts, is also available to support the account side.

Creative, content, & growth support: Backup creative strategy and media support can be provided by Teva Hopper (Creative Director) and Julia Jones (AVP of Growth) if additional support is ever needed. This is how the dual-agency structure can provide extra bandwidth.

Qualifications & Experience

KPS3's structure utilizes two independent "micro-agencies" designed to provide the agility of a boutique shop with the resources of a full-service firm. This model ensures teams remain scalable, efficient, and deeply focused on their clients.

Note: Brook Bentley focuses on a select clients for premium responsiveness; she leads the same creative and growth team behind these featured successes.



The George W. Gillemot Foundation: Dedicated to honoring George W. Gillemot's legacy through aerospace, education, and community initiatives, the Foundation partnered with KPS3 to build a cohesive brand system. By distilling a broad mission into a focused messaging hierarchy, we created a platform that has successfully increased community visibility and secured key partnerships. This strategic foundation also fuels signature initiatives like the Red, White and Flight July 4th celebration, where KPS3 leads manages a multi-agency committee including UNR and the Reno Phil.

Key Contributors: Sarah Polito, Jenna Atwater, Timothy White, Elaine Morrison, Kyla Hutchison, Lauren Cordray, Shyene Joubert, and Kacey Fowler



Visit Carson City: KPS3 partnered with Visit Carson City to transform the state's capital from a drive-through destination into the centerpoint of a true Nevada experience. We executed a complete brand evolution that merged Carson City's pioneering spirit with a modern, forward-thinking energy. As their agency of record for over seven years, we've shifted the narrative through a full-service, integrated approach including a new brand, a comprehensive website overhaul, and repositioning campaigns.

Key Contributors: Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Lauren Cordray, Shyene Joubert, and Kacey Fowler



Discover Kalamazoo: KPS3 transformed Discover Kalamazoo from a regional "pass-through" into a vibrant overnight destination. While the organization had a strong foundation, it lacked a unified identity to compete in a crowded Midwest market. We built a complete brand system—rooted in primary research and a strategy workshop—to define a personality that stands out in a "sea of Michigan blue." This foundation fueled our "Fun Awaits You in Kalamazoo!" campaign, which surpassed industry norms for tourism campaigns (per Dynata testing) and received overwhelming positive community feedback.

Key Contributors: Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, and Shyene Joubert



State of Nevada | DHS: KPS3 collaborated with the State of Nevada to develop Project Worth, a multi-year initiative reframing problem gambling as a treatable medical addiction rather than a moral failing. We tackled deep-seated stigma by balancing compassion with clinical science, partnering with experts to explain the neurological impact of the disorder. By pairing this with the lived experiences of Nevadans, we replaced judgment with understanding creating a campaign that humanizes the struggle and provides a clear path to treatment.

Key Contributors: Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Lauren Cordray, Shyene Joubert, and Jenna Bernadyn



Santa Maria Valley: KPS3 partnered with the Santa Maria Valley Tourism Marketing District to build an enduring brand identity from the ground up—one that has served as the destination's strategic cornerstone for nearly a decade. In a crowded California tourism landscape, we positioned SMV as the "unpretentious" alternative, focusing on a layered campaign strategy that leads with their world-class wine region, delicious barbecue, and unforgettable hospitality to capture travelers during the high-intent "dreaming" phase of the travel journey.

Key Contributors: Rob Gaedkte, Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Lauren Cordray, Shyene Joubert, Jenna Bernadyn, and Kacey Fowler

Section F:

Project Specific *Requests*

- **Detailed proposal**
- **Additional offerings**

Introduction

KPS3 is uniquely positioned to serve as the RTAA's Agency of Record with fully integrated capabilities under one roof. Our team brings substantial experience across brand strategy and development, media planning and placement (traditional and digital), graphic design, web development, content and storytelling, email marketing, social media, and public relations.

The following scope outlines how KPS3 will support the RTAA, and we will discuss the priorities and develop and execute plans based on your team's needs. This structure supports efficient, adaptable collaboration in a dynamic environment.

Strategy

Marketing is multifaceted. There are countless ways to reach people, but the most effective marketing strategies share three things in common: They're grounded in research, guided by a people-first approach, and built on strategies that raise the audience's awareness and then help them move to action. When you partner with KPS3, you gain a team that brings clarity, direction, and informed recommendations to guide decision-making.

Reaching the right people, the right way

For our catchment area audiences, we create messaging that connects emotionally and shares the logistical details that help increase their understanding about what we are communicating. Through tailored creative, channel selection, and timing, we deliver the right message at the right time to drive understanding and action.

Planning & testing

We approach testing with intention and discipline, using right-sized methods when appropriate to gather meaningful audience insight. This insight informs decision-making and helps validate concepts before larger investments are made, allowing us to move forward with clarity and confidence. This includes clear, strategic marketing and advertising plans grounded in research and audience insight to drive results.

Human experience

As your marketing agency, we actively monitor how people use technology and ensure our teams are fluent in the AI tools most relevant to their work. That fluency allows us to be selective and strategic. When we find a new AI technology that can advance our goals, we'll navigate this complex topic with a human-centered focus, ensuring technology enhances understanding without ever replacing human connection.

Deliverables:

- **Primary and secondary research for audiences and air travel trends**
- **Strategic marketing and communication plan**
- **Strategic briefs for any large marketing initiative (e.g., air service campaigns, parking behavioral change campaigns, customer experience with the MoreRNO program, etc.)**

2 Creative

Strategy provides the foundation for our work; creativity is how that strategy comes to life across ideas, channels, and audiences. Our creative team supports the RTAA across a wide range of needs, from campaign development to signage and other creative assets. When the RTAA's internal capacity is limited, our team can seamlessly step in to work on deliverables, efficiently and to standard.

Campaign

Campaigns have the ability to build awareness, change behavior, and move audiences to action. Over the years, we have developed a wide range of campaigns for the RTAA, guided by a creative approach that is both strategic and adaptable.

Our process begins with insights from strategic planning, which inform creative concept development. During this phase, we explore multiple directions and provide the RTAA team with clear, thoughtful options. When testing is utilized, we refine concepts and messaging by incorporating audience feedback to strengthen effectiveness and build confidence before broader rollout.

Once a concept is approved, we move into full campaign development, producing creative assets designed for use across relevant channels. Throughout this process, we focus on creating messaging that resonates with target audiences and delivers measurable value for the RTAA. Campaigns are intentionally shaped to be executable within budget parameters and designed with longevity in mind, allowing ideas to evolve and perform over time.

Collaboration is central to our approach. We work closely with the RTAA marketing team at each stage of development, seeking input and feedback to ensure alignment. Through years of partnership, we have established a strong working rhythm that enables efficient execution and the creation of campaigns that consistently perform.

Deliverables:

- Campaign concepts
- Campaign messaging guide
- Style guide
- Asset development based on the media plan
- Video and photo shoot planning and execution when determined by the concept
- Editing and animation when determined by the concept
- Maintain the awareness campaign and specific destination assets based on the direction of the air service development team (e.g., Chicago, Atlanta, Nashville)
- Asset refresh and maintenance for existing campaigns (e.g., Suitcase Stories, Catch-a-Ride)
- Update website content
- Provide creative design support (e.g., MoreRNO construction, signage, collateral, etc.)

More than an agency. A true partner.

We drive momentum.

Even in established partnerships, standing still isn't an option. That's why we continue to push ourselves creatively and strategically, most recently with Suitcase Stories, a fully AI-animated campaign designed to explore new ways of storytelling while staying true to the brand. Innovation isn't something we wait to be asked for; it's something we bring to the table because it's part of who we are.

We make the work fun.

Great work happens when teams enjoy the process, not just the outcome. We intentionally create space for collaboration, laughter, and big thinking, like our activation brainstorm sessions for Suitcase Stories, where ideas were explored freely and collectively. We believe joy and rigor can coexist, and when they do, the work is stronger for it.

We bring new ideas forward without being asked.

We don't wait for direction to add value. We bring forward ideas, opportunities, and recommendations because leadership requires anticipation. From early brand strategy recommendations at the start of our AOR relationship to introducing Uber and Lyft advertising opportunities, we look for ways to add value before a brief exists. Our role is to see around corners and help the RTAA do the same.

We always take the call.

Responsiveness isn't a promise – it's a practice. Whether it's a quick gut check, a time-sensitive issue, or a late-night emergency, you have our number. Brook and the KPS3 team are just a call or email away, and we pride ourselves on being present when it matters most. We will always be an extension of your team and your biggest cheerleaders.

We show up.

Groundbreakings, board meetings, brainstorms, community moments – we're there. We see ourselves as part of your internal team, invested in your success, advocating for your work, and celebrating wins alongside you. When you need us, you won't have to ask twice.

Digital & traditional media

Our paid media approach is data-informed and audience-first, grounded in clear performance goals. We lead media planning by selecting the right channels for our target audiences, defining budget allocation, and establishing KPIs that guide decision-making.

Once a campaign launches, optimization becomes an active, ongoing discipline. We continuously evaluate performance trends and make informed adjustments to placements, targeting, and investment to improve efficiency and results.

This proactive approach ensures media dollars are spent efficiently and allows us to respond quickly to shifts in performance, audience behavior, or market conditions. Media optimization is a core strength of KPS3's growth team and a key driver of campaign performance.

PERFORMANCE METRICS

- » **Reach & scale:** Attracted 2.1M users to the website.
- » **Acquisition efficiency:** Optimized paid channels to drive 27% of total traffic.
- » **User retention:** Realized an 87.5% increase in engagement duration (shifting from 40s to 75s).
- » **Conversion intent:** Achieved a 97% surge in high-value page views (/parking-transportation/) following campaign launch.
- » **Behavioral shift:** Observed a significant uptick in search terms for parking reservations, validating a successful transition in user habit.

The team will create a plan that identifies channels that best support the creative strategy. Some channels that could be included are:

- **Display advertising:** Visual ads placed across premium websites, targeted to reach the right audience at scale.
- **Social advertising:** Paid placements across trusted social platforms like Meta (Facebook/Instagram), X, TikTok, using targeting and audience insights to drive awareness and action.
- **Native content advertising (e.g., StackAdapt):** Seamlessly integrated ads that match the look and feel of surrounding content, delivering relevance and precise audience targeting.
- **Streaming audio ads:** Reach listeners through podcasts and digital radio with audio ads delivered across popular streaming platforms.
- **Connected TV & Video advertising:** Engaging, story-driven video placements that capture attention and bring experiences to life across digital and streaming environments.
- **Google Ads (e.g., search, remarketing, display, YouTube):** Media that connects with travelers at every stage from intent-driven search to remarketing and YouTube video.
- **Traditional:** Non-digital placement such as broadcast TV, radio, magazines, and direct mail.
- **Out-of-home advertising:** Strategic placements such as billboards, transit, and in-theater previews to extend reach and reinforce the campaign in the physical world.
- **New channels:** As new channels become available, KPS3 will assess their offerings, audience fit, and potential impact, and recommend whether they should be incorporated into the channel plan.

Deliverables:

- **Media planning**
- **Media placement and management**
- **Channel management**

Social media

We view organic social media as a critical connector across paid, air service, and airport communications. Our team partners closely with the RTAA to support strategic social planning, ensuring messaging is cohesive, timely, and aligned with broader campaigns and priorities. We develop content ideas, draft social media posts, and create accompanying graphics, applying platform best practices to inform the roadmap and optimize performance. While the RTAA retains executional ownership, our role is to strengthen performance through planning, optimization guidance, and collaboration.

Deliverable:

- **Collaborate on social strategy and draft organic social posts for Facebook, Instagram, and X**

5 Email marketing

We approach email as an integrated channel that supports air service, airport communications, and broader marketing efforts. In collaboration with the RTAA, we plan and structure email communications to support key campaigns, air service messaging, and airport updates. We assist with database hygiene, audience segmentation, and email setup, including content, layout, and audience targeting, while the RTAA retains responsibility for distribution. We focus on improving effectiveness by applying strategic planning, audience targeting, and optimization best practices to drive engagement and results.

Deliverables:

- Collaborate on the email content strategy, write content outlines, and draft the copy
- Source images when a needed image does not exist within the RTAA's image library
- Build each email in HubSpot
- Regular database hygiene
- Recommendations to improve overall email performance

6 Reporting

Data without context is just numbers. That's why our team doesn't simply pull automated reports; we interpret the data. Our digital advertising and social media divisions work together to analyze results across channels, identify what's working, pinpoint opportunities for improvement, and recommend clear next steps to optimize performance.

Reporting is grounded in KPIs established in close collaboration with the RTAA marketing team and aligned with the RTAA's strategic priorities and overall campaign goals. As priorities evolve or new metrics become relevant, we adapt our reporting to ensure insights remain actionable, focused, and decision-ready.

Deliverables:

- Development of monthly/quarterly reports with analysis and recommendations for the RTAA marketing team
- Executive dashboard available for the RTAA marketing team to access at any time

7 Project management

We value building strong relationships and prioritize knowing the ins and outs of the RTAA and its goals. Your account lead at KPS3 will be your day-to-day contact as well as the glue that keeps our two teams collaborating and in alignment. We'll ensure timelines and budgets are met and will keep the lines of communication open at all times.

To ensure responsiveness, support is always available. When your account lead is unavailable, another team member will step in to provide support.

Meetings:

- **Status meetings**
A large part of collaboration includes the opportunity to meet and discuss the strategy, performance and the status of various projects. KPS3 will meet with the RTAA team twice per month to ensure both teams remain aligned, have the opportunity to collaborate, and discuss key initiatives.
- **Ad hoc meetings**
Additionally, we are available for ad hoc meetings when new requests come up. We see ourselves as an extension of your team and know what to help you meet your goals and deadlines.



Extended scope of services A:

100-year anniversary celebration

We believe the RTAA's 100-year anniversary is more than a celebration—it's a strategic opportunity to reinforce the airport's role in the community, strengthen trust and awareness, and define what the next era will stand for. Because timing and context matter, our recommended approach flexes based on how the anniversary aligns with concourse openings, ensuring the milestone strengthens, rather than competes with, the RTAA's broader narrative of progress.

Campaign planning

Our first step in planning the 100-year anniversary is strategy. We will use a combination of primary and secondary research to inform our approach, then synthesize those insights into a clear strategic plan. This plan will outline the path forward, including key insights, recommended strategies, tactics, a media plan, a proposed budget, and an overall timeline.

Deliverables:

- Strategic brief (e.g., research summary, etc.)
- Media and marketing plan

Campaign approach

To commemorate the RTAA's 100-year anniversary, KPS3 would develop a campaign that honors the RTAA's legacy while reinforcing its role as a forward-looking, essential regional asset. Recognizing the importance of timing and coordination with ongoing infrastructure expansion, we recommend a flexible approach with two strategic paths designed to maximize impact, clarity, and long-term value.

Path 1: Anniversary precedes concourse openings

If the 100-year anniversary occurs prior to the opening of the new concourses, we would recommend a standalone, community-focused campaign centered on celebrating the RTAA's history, impact, and evolution. This effort would be designed to build local pride, educate the community, and acknowledge the RTAA's role in shaping the region, while also introducing what's ahead.

This campaign would run in parallel with the RTAA's general awareness efforts aimed at encouraging travelers to fly out of RNO. While visually and thematically complementary, each campaign would serve a distinct role, one focused on community connection and milestone celebration, the other on travel consideration and demand, ensuring clarity of message and avoiding audience overlap or dilution.

Deliverables:

- Campaign concepts
- Campaign style and messaging guide
- Media implementation and optimization
- Asset development based on the media plan
- Video and photo shoot planning and execution (optional)



Path 2: Anniversary coincides with concourse openings

If the 100-year anniversary aligns with the opening of the new concourses, we would recommend a new general awareness campaign that centers on expansion, flight options, and the future of air travel in the region, while thoughtfully acknowledging the RTAA's history. In this scenario, the anniversary becomes a powerful moment within a broader narrative about growth and momentum, rather than two separate campaigns.

This approach allows for anniversary-specific messaging to be incorporated initially and then phased out over time, extending the campaign's shelf life and maximizing the value of the investment. As part of this effort, we would recommend a comprehensive video and photography shoot to capture the new concourses and the traveler experience, creating a versatile asset library that can be used across marketing, communications, and stakeholder engagement well beyond the anniversary year.

Extended scope of services A:

100-year anniversary celebration

(cont'd)

Anniversary logo

In recognition of the RTAA's 100-year anniversary, KPS3 will donate the temporary anniversary logo. This milestone represents a century of impact, and as a long-term partner and member of the Northern Nevada community, we want to support and celebrate all that the RTAA has accomplished and all that lies ahead.

Our approach to milestone and event logos is grounded in respect for the brand. The design should reflect the RTAA's history, values, and the hard work that has shaped its legacy, while still feeling relevant and forward-looking. To begin, we will present up to three logo concepts, each exploring different symbolism, color palettes, and design expressions. These initial concepts allow us to test core principles and ensure the logo works across real-world applications and scales effectively across channels.

Once a final direction is selected, we will develop clear logo usage guidelines, including parameters for proper application and recommended typography, to ensure the anniversary logo is used consistently and confidently across all communications.

Deliverables:

- **Three logo concepts**
- **Logo files for selected logo**
- **High-level logo usage guide**

Public launch

KPS3 approaches on-site launches as brand activations – moments designed to make the RTAA story tangible and meaningful for the people experiencing it. Our role is to help shape the ideas behind these moments, translating campaign strategy, messaging, and brand expression into on-site and virtual experiences that feel cohesive, thoughtful, and purposeful.

We'll work closely with the RTAA marketing team and event planner to develop activation concepts that connect creative, messaging, and environment. This can include shaping the narrative of the moment, identifying branded touchpoints, and ensuring visual and written elements align with broader campaign themes and brand standards.

Beyond the on-site experience, we help extend the life of these activations by connecting them to the RTAA's broader marketing and communications efforts. From pre-launch storytelling to on-site amplification and post-event content – these integrated steps ensure such launches don't stand alone, but reinforce the RTAA's brand, milestones, and momentum across channels.

Deliverable:

- **Creative concept for event(s)**

Extended scope of services B:

Brand development

The RTAA's mission remains steady, but the context in which it operates has evolved. The RTAA serves a larger, more diverse audience across Reno-Tahoe International Airport and Reno-Stead Airport, leading through a sustained period of expansion while preparing for its next century of service. While this evolution is well understood internally, the external brand has been intentionally timed to align with the concourse openings, creating the opportunity to express not just who the RTAA is today, but who it is prepared to be.

We believe strong brands are built from the inside out. When an organization grows and its responsibilities expand, the brand must evolve to reflect that reality. Our role is to translate the RTAA's enduring mission and internal clarity into a modern, cohesive external expression, ensuring the brand's core informs every visual element, message, and real-world application. Extended Scope of Services B represents a longer-term investment in the RTAA's brand, one that moves beyond celebration to create a unified, future-facing identity for the RTAA and its airports. This approach is designed to strengthen clarity, consistency, and recognition across audiences, while positioning the RTAA for its next century of growth.

Brand discovery

Research & strategy

We will work closely with the RTAA to conduct both primary and secondary research. This phase of the project creates the foundation of our entire engagement and will inform every stage of the process. We'll dig into the hearts and minds of your audiences, your programs, and your team so we can uncover what truly matters to them.

We will also create the brand hierarchy, determining how best to strategically align the RTAA, RNO, and RTS brands into a cohesive brand ecosystem. This foundational work is essential for all the creative work to come.

Deliverable:

- **Strategic foundation:** KPS3 will distill the discovery findings into actionable insights to provide strategic guidance for the entire project.
 - » Primary and secondary research
 - » Audience Insights
 - » Recommended brand hierarchy
 - » Positioning
 - » Strategic recommendations

Brand creative

KPS3 and the RTAA will go through a full brand build out. From discussions about our "why" to the details of a color palette. We will develop a brand that evokes positive associations and helps foster a sense of credibility and reliability among the public. Your new brand will allow you to unify your messaging and ensure consistent communication (both visual and written) across channels.

Brand pathways & messaging

KPS3 will define two brand pathway options for the RTAA. Leveraging the research and insights from the discovery phase, we'll develop a brand narrative, voice, tone, and key messaging that sets the foundation for the RTAA's brand.

Deliverables:

- **Branding workshop:** KPS3 and the RTAA will meet to workshop the brand strategy.
- **Final brand pathway:** A jumping-off point for the vision and strategy of the overall brand.

Visual identity

KPS3 will work in an agile and iterative way with the RTAA team to design the visual brand. Based on the research, audiences, and brand pathway, KPS3 will develop two visual approaches for the design system of the brand (logo, color, fonts, style, etc.). We will provide two connected yet unique approaches to explore. KPS3 will also show how the visual identity can connect to the other programs under the RTAA.

Deliverables:

- **Visual pathways:** KPS3 will provide two unique visual pathways, which include logo, color palette, visual style, typography, and brand expression for the RTAA to choose one.
 - » Recommendation on how the selected visual pathway can connect to the RTAA, RNO, and RTS.

Extended scope of services B:

Brand development (cont'd)

Brand standards

Once the visual pathway has been approved, KPS3 will bring it all together into a full brand standards. The brand standards will be the source of truth, acting as a playbook for the RTAA marketing department, the RTAA employees, and partners to leverage the brand in a consistent format across channels.

Deliverable:

- **Brand standards guide**
 - » Brand foundation
 - Brand pillars
 - Audiences
 - » Messaging
 - Sample messaging by each identified audience
 - Sample scenarios
 - » Visual identity
 - Logo, logo story, and usage
 - Typography and color palette
 - Additional visual direction



Brand campaign

Once the brand is approved, we move into campaign development. Our approach to brand campaigns is to develop a unifying campaign concept that translates brand strategy into clear, compelling creative across channels. This includes messaging frameworks, visual expression, and creative assets designed to work cohesively across paid, owned, and earned touchpoints. Throughout the process, we prioritize testing, refinement, and collaboration to ensure the work resonates with key audiences and supports the RTAA's broader goals.

Finally, we focus on execution with longevity in mind. Brand campaigns are designed to be scalable and adaptable, allowing messaging and creative to evolve over time without losing coherence or impact. By pairing thoughtful strategy with disciplined creative development, we help ensure the brand campaign not only launches successfully, but continues to perform and deliver value well beyond its initial rollout. As part of this effort, we will plan and execute a comprehensive video and photography shoot to capture the new concourses and the traveler experience, creating a versatile asset library that can be used across the campaign, additional marketing and communications efforts, and stakeholder engagement.

Deliverables:

- **Brand campaign:** KPS3 will develop a brand awareness campaign to roll out its new brand to its key audiences. We'll outline and implement the digital media plan to build awareness.
- **Video and photo shoot:** KPS3 will pre-produce, shoot, and edit the assets.
- **Reporting:** As part of our digital marketing services in the AOR, reporting will fold into that line item of the budget.

Public launch for 100-year celebration

KPS3 will work closely with the RTAA marketing team and the event planner to develop activation concepts that connect creative, messaging, and environment. This can include shaping the narrative of the moment and identifying branded touchpoints.

Deliverable:

- **Creative concept for event(s)**
- **100-year anniversary logo**

Section G: Cost of Services

- Detailed cost proposal
- Separate line pricing
- Hourly rates

Agency of record | Annual costs

• Strategic advisement and account management	\$16,000
• Campaign creative	\$55,000
• Media planning, implementation, and reporting	\$60,000
• Marketing support retainer	\$85,000

SERVICES SUBTOTAL	\$216,000
--------------------------	------------------

Hard costs	\$202,000
------------	-----------

TOTAL	\$418,000
--------------	------------------

Extended scope of services A | Project cost

• Campaign planning	\$6,000
• Campaign creative	\$15,000-\$45,000
• 100-year anniversary logo (KPS3 to donate the logo)	(\$7,500)
• Public launch strategic and creative support	\$15,000-\$25,000
• Photo and video shoot (optional and if the concourses open at the same time as the anniversary)	\$65,000

TOTAL COSTS	\$36,000-\$141,000
--------------------	---------------------------

Extended scope of services B | Project cost

• Brand development and asset creation	\$30,000-\$120,000
• Campaign planning	\$5,000
• Campaign creative and asset development	\$40,000
• 100-year anniversary logo (KPS3 to donate the logo)	(\$7,500)
• 100-year anniversary celebration creative support	\$10,000
• Photo and video shoot (optional and if the concourses open at the same time as the anniversary)	\$65,000-\$75,000

TOTAL COSTS	\$150,000-\$250,000
--------------------	----------------------------

Hourly rates

KPS3's hourly rates vary depending on task and team member, from \$125 to \$200 per hour. For example, account coordination may be \$125/hour while complex analysis or configuration from a senior team member may be \$200/hr.

Section H:

Project *References*

- **Three applicable client references**

Reference 1:

Santa Maria Valley

Entity type: Public entity, Destination marketing organization **Entity size:** 25 or less



Services provided: KPS3 partnered with the Santa Maria Valley TMD to provide strategic marketing planning, ongoing brand management, campaign development, creative production support, email marketing, social media management, search engine optimization (SEO), digital and traditional advertising placement and management, public relations, and brand activations in support of destination awareness and visitation.

Key KPS3 contributors: Rob Gaedtke, Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Shyene Joubert, Jenna Bernadyn, Lauren Cordray, and Kacey Fowler

Project goals and outcome: When the Santa Maria Valley Tourism Marketing District (TMD) was first established in 2016, the destination needed to create a clear brand, positioning, and unified way to compete in a crowded tourism marketplace. The primary goal was to establish a strong destination identity that could clearly communicate what makes Santa Maria Valley distinct and support long-term growth in visitation and overnight stays.

KPS3 built the destination's brand from the ground up. This work included foundational strategic planning to define positioning and unique selling points, audience identification, messaging, and visual identity. The resulting brand, created nearly ten years ago, continues to serve as the cornerstone of Santa Maria Valley's marketing efforts and remains in use across all channels today, providing consistency, recognition, and long-term value.

Building on this foundation, KPS3 has led ongoing campaign strategy and execution aligned with evolving traveler preferences and behaviors. Our work spans large-scale awareness campaigns designed to introduce Santa Maria Valley during the dream phase of travel, as well as targeted conversion-focused campaigns intended to drive overnight stays or promote a new flight from Phoenix to Santa Maria. Each campaign is informed by research, shaped to meet audiences where they are in the travel journey, and executed with clear performance goals in mind.

After nearly a decade of fully integrated marketing leadership and support, the Santa Maria Valley TMD has experienced sustained growth in hotel stays, generating increased revenue that can be reinvested into destination promotion. Throughout this long-standing partnership, KPS3 has continued to evolve, consistently raising the bar rather than relying on past success. This work reflects our commitment to long-term partnerships and our belief that enduring relationships require ongoing momentum, accountability, and excellence.

Point of contact:

Cheryl Cuming
TMD Administrator
805.471.0182
cheryl@santamaria.com

Reference 2:

State of Nevada | Aging & Disability Services Division



Entity type: Public entity **Entity size:** 2,500+

Services provided: KPS3 partnered with the Nevada Aging and Disability Services Division (ADSD) to provide strategic planning, brand development, campaign development, and asset creation, including custom graphics, photography, video, and supporting marketing collateral to support statewide awareness.

Key KPS3 contributors: Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Shylene Joubert and Kacey Fowler

Project goals and outcome: The Nevada Aging and Disability Services Division (ADSD) sought to clarify its role and better communicate the breadth of services it provides to Nevadans. At the outset of the project, there was limited public understanding of what ADSD does, who it serves, and how individuals and families could access available resources. The primary goal was to develop a clear, human-centered brand that would unify the division's programs, improve awareness and understanding, and trust among the public.

KPS3 partnered with ADSD to lead a comprehensive rebrand and awareness effort grounded in strategic planning, research and collaboration. The work began with stakeholder workshops, interviews, and research to uncover perceptions, challenges, and opportunities. These insights informed the development of a strategic foundation, including positioning, messaging, and a brand architecture designed to support both the division as a whole and its individual programs.

From this foundation, KPS3 developed a complete visual and verbal identity system, along with tools and templates to support consistent application across communications. To introduce the rebrand and messaging, KPS3 also developed and executed an awareness campaign designed to communicate ADSD's mission in a clear, approachable, and relatable way across multiple channels.

The outcome is a cohesive brand and campaign that clearly articulates ADSD's purpose, strengthens recognition, and helps Nevadans better understand how to connect with aging and disability services. The work provided ADSD with a flexible, long-term platform that supports ongoing communications and future campaigns, while reinforcing public trust and accessibility.

Point of contact:

Cheyenne Pasquale
 Agency Manager - Office of Community Living
 702-486-3558
 cpasquale@adsd.nv.gov



Reference 3:

George W. Gillemot Foundation

Entity type: Aviation, Nonprofit **Entity size:** 5 or less

Services provided: KPS3 partnered with the George W. Gillemot Foundation to build a comprehensive strategic brand and public relations platform that could support one of the most significant investments (\$109M) in aviation and aerospace education in Nevada's history.

Key KPS3 contributors: Sarah Polito, Jenna Atwater, Elaine Morrison, Kyla Hutchison, Kacey Fowler, Shyene Joubert, and Timothy White

Project goals and outcome: When the Gillemot Foundation launched, it faced three core challenges: it didn't yet have an established brand or a unified way to talk about its work; the mission was broad and needed sharper focus and a clear messaging hierarchy; and community awareness was limited, making it harder to build early momentum and partnerships.

To address this, KPS3's work began with a deep strategic foundation, including stakeholder interviews and audience research, to clearly define the Gillemot Foundation's purpose, positioning, and "why." This process narrowed the focus, aligned key stakeholders, and created a structured messaging framework that made it easy to communicate consistently across audiences and channels.

From there, KPS3 developed a complete brand system, including mission, vision, messaging, and visual identity. The brand was designed to be timeless, credible, and inspiring while honoring George W. Gillemot's legacy. The result is a brand platform that allows the Gillemot Foundation to communicate with clarity and purpose, increasing visibility in the community and supporting new partnerships that further advance its mission. Lastly, one of the Foundation's signature initiatives is the Red, White & Flight event, a free community celebration taking place at Mackay Stadium on July 4, 2026.

KPS3 developed the event's brand and end-to-end marketing strategy, led the paid media approach, and currently leads a cross-organizational marketing committee with Artown, the Reno Philharmonic, and the University of Nevada, Reno—bringing multiple partners together around a shared vision and cohesive execution.

Point of contact:

Thomas J. Hall
Trustee, President, and Board Chair
775.348.7011
hallnevadalaw@gmail.com



Section I:

Supplemental *Information*

- **Attachment A**
Respondent certifications
- **Exceptions**
- **Employee résumés**

Attachment



A



ATTACHMENT A RESPONDENT CERTIFICATIONS

Respondent must fill out ALL forms and submit entire package as directed.

1. Respondent's Certification [A]
2. Respondent's Certification [B]
3. Confidentiality & Certification of Indemnification
4. Disclosure of Ownership/Principals
5. Exceptions
6. Acknowledgement of Receipt of Addenda
7. Cost Proposal



1. RESPONDENT'S CERTIFICATION [A]

The Entity listed below has carefully examined the Reno-Tahoe Airport Authority's **RFP #25/26-05** that includes Scope of Services, requirements for submission, general information, and the evaluation and award process.

The Entity hereby proposes to provide the services requested in this solicitation. The Entity agrees that the RTAA's terms and conditions herein shall take precedence over any conflicting terms and conditions submitted with the response and agrees to abide by all conditions of this document.

The authorized representative listed below hereby certifies that all information contained in the response is truthful to the best of their knowledge and belief. As a representative of the Entity, they further certify that they are duly authorized to submit this response on behalf of the Entity as its agent and that the Entity is ready, willing, and able to perform if awarded an Agreement.

The authorized representative further certifies that this response is made without prior understanding, agreement, connection, discussion, or collusion with any other person or entity submitting a response for the same service, nor with an officer, employee, or agent of the RTAA or any other entity who is interested in said Agreement, and that the undersigned executed this Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

The authorized representative further certifies that this Entity can obtain and fulfill the insurance requirements of this RFP. In compliance with this RFP and subject to all the terms and conditions thereof, the undersigned offers and agrees that this response is accepted to furnish all services described herein at a price to be negotiated.

Entity Name **KPS3**

Signature 

Address **500 Ryland St., Ste 300**

Print Name **Rob Gaedtke**

City **Reno**

Title **President & CEO**

State **NV** Zip Code **89502**

Date **01/19/2026**

Telephone **(775) 686-7439**

Email **rob.gaedtke@kps3.com**

Federal Tax ID # **88-0323473**

RFP Disclosure: How were you first made aware of this solicitation opportunity?

- RTAA website RGJ Legal Ad (newspaper)
 NGEM website Other

Minority Status: Has the Entity been certified as a minority-owned, woman-owned, or disadvantaged business enterprise (DBE) by any government agency? Yes No If yes, please specify the government agency and date of certification: _____

The above question is for information only. The RTAA encourages minority business participation; however, no preferences shall be given.



2. RESPONDENT'S CERTIFICATION [B]

Respondent must select the appropriate box for each question. Respondent must not leave any item unanswered.

- 1) YES NO Has the Respondent breached any contracts with a public agency or person in the State of Nevada or any other state during the five (5) years immediately preceding the date of this RFP?
- 2) YES NO Has the Respondent been disqualified from being awarded a contract by any governing body in the State of Nevada?
- 3) YES NO Has the Respondent been convicted of a violation for discrimination in employment during the two (2) years immediately preceding the date of this RFP?
- 4) YES NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, filed as a debtor under the provisions of the United States Bankruptcy Code?
- 5) YES NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, as a result of causes within the control of the Respondent or a subcontractor or supplier of the Respondent, failed to perform any contract:
 - a. In the manner specified by the contract and any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative; or
 - b. Within the time specified by the contract unless extended by the person or governmental entity that awarded the contract or its authorized representative; or
 - c. For the amount of money specified in the contract or as modified by any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative?

If the Respondent has affirmatively checked "YES" to any of the above questions, please provide additional information for each item marked "YES." Attach additional sheet(s) if necessary.

KPS3

Entity Name

A handwritten signature in blue ink, appearing to read "Rob Gaedtke", written over a horizontal line.

Signature

Rob Gaedtke

Print Name

01/19/2026

Date



3. CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION

Submitted Proposals, which are marked “Confidential” in their entirety, or those in which a significant portion of the submitted Proposal is marked “Confidential” **will not** be accepted by the RTAA. Only items that qualify as “proprietary information,” as defined in NRS §332.025, or “trade secret,” as defined in NRS §600A.030(5), may be labeled as “Confidential.” All Proposals are confidential until the Agreement is recommended for award, at which time, both successful and unsuccessful Respondents’ Proposals become public information.

The RTAA will not be responsible for any information contained within the Proposal. Should a Respondent not comply with the labeling requirements, its Proposal will be released as submitted.

By signing below, I understand it is my responsibility as the Respondent to act in protection of the labeled information and agree to defend and indemnify the RTAA for honoring such designation. I duly realize that failure to so will constitute a complete waiver, and all submitted information will become public information. Additionally, failure to label any information as “Confidential” that is released by the RTAA shall constitute a complete waiver of all claims for damages caused by the release of the information.

By signing below, I understand that marking the entire Proposal exempt from disclosure or as “Confidential” will not be honored. Not conforming to these requirements may cause the Proposal to be deemed non-compliant and rejected by the RTAA as non-responsive. I understand that the term “Confidential” does not include the amount of an Agreement negotiated with the RTAA.

Please initial the appropriate response in the boxes below. Provide the justification for confidential status and include reference to appropriate page(s).

Confidential Business Information			
YES		NO	
Justification for Confidential Status			



CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION (continued)

Confidential Trade Secret			
YES		NO	
Justification for Confidential Status			

KPS3

Entity Name

A blue ink handwritten signature, appearing to be "Rob Gaedtke".

Signature

Rob Gaedtke

Print Name

01/19/2026

Date



4. DISCLOSURE OF OWNERSHIP/PRINCIPALS
(Please print or type)

KPS3

Entity Name

500 Ryland St., Ste 300

Street Address

Reno, NV 89502

City, State, and Zip Code

“Principal” means, for each type of business organization the following: (a) sole proprietorship – the owner of the business; (b) partnership – the general partner and limited partners; (c) limited liability company – the managing member as well as all the other members; d) corporation – the officers of the corporation, but not any branch managers of offices which are a part of the corporation; (e) trust – the trustee and beneficiaries.

Type of Business:

- Individual Partnership Limited Liability Company Corporation Trust
 Other (Please describe):

INFORMATION OF APPLICABLE PRINCIPALS

Rob Gaedtke

Name

President & CEO

Official Capacity

500 Ryland St., Ste 300

Street

Reno, NV 89502

City, State, and Zip Code

Kevin Jones

Name

Chief Integration Officer

Official Capacity

500 Ryland St., Ste 300

Street

Reno, NV 89502

City, State, and Zip Code

Bob Whitefield

Name

Chief Operating Officer

Official Capacity

500 Ryland St., Ste 300

Street

Reno, NV 89502

City, State, and Zip Code

Name

Official Capacity

Street

City, State, and Zip Code

If further space is required, please attach additional pages.



5. EXCEPTIONS

EXCEPTIONS: Does the Respondent take exception to any of the terms or conditions of this RFP and attachments hereto? YES NO If yes, please indicate the specific nature of the exception(s) or clarification(s) in the space provided below. Attach additional sheet(s) if necessary.

List exceptions here:



6. ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

Respondent must acknowledge receipt of all addenda posted to the Nevada Government eMarketplace (NGEM) website: <https://nevada.ionwave.net/Login.aspx>. Attach additional sheet(s) if necessary. If there have been no addenda posted to NGEM, please mark "N/A."

It is solely the Respondent's responsibility to check the NGEM website for addenda issued for this RFP.

Addendum No. <u>1</u>	Date Received: <u>12/15/2025</u>
Addendum No. <u>2</u>	Date Received: <u>12/15/2025</u>
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____


This Proposal is presented to the Reno-Tahoe Airport Authority by:

Entity Name: KPS3

Address: 500 Ryland St., Ste 300; Reno, NV 89502

Phone: (775) 686-7439

Email: rob.gaedtke@kps3.com

Signature (black or blue ink): 

Print Name: Rob Gaedtke

Title: President & CEO

Date: 1/19/2026



7. COST PROPOSAL

Initial Agreement Term	Annual Operational Cost	Extended Scope A Cost	Extended Scope B Cost	Total Annual Cost
Year 1: FY26/27	\$ 418,000	\$ 21,000 to \$51,000	\$ 30,000-\$120,000	\$469,000-\$589,000
Year 2: FY27/28	\$ 418,000	\$ 15,000 to \$25,000	\$ 45,000	\$478,000-\$488,000
Year 3: FY28/29	\$ 418,000	\$ 65,000	\$ 10,000-\$85,000	\$493,000-\$568,000
Year 4: FY29/30	\$ 418,000	\$ 0	\$ 0	\$ 418,000
Total	\$ 1,672,000	\$36,000 - \$141,000	\$ 150,000-\$250,000	\$1,858,000-2,063,000

Annual Operational Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

See page 22 for detailed breakdown of services and costs.

Year 1 - AOR annual costs
 Year 2 - AOR annual costs

Year 3 - AOR annual costs
 Year 4 - AOR annual costs

Extended Scope of Services A Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

See page 22 for detailed breakdown of services and costs.

Year 1 - Scope A deliverables include: Campaign planning, campaign creative, scope
 Year 2 - Scope A deliverables include: 100-Year logo, Public launch strategic and creative support

Year 3 - Scope A deliverables include: Photo and video shoot

Extended Scope of Services B Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

See page 22 for detailed breakdown of services and costs.

Year 1 - Scope B deliverables include: Brand development and asset creation
 Year 2 - Scope B deliverables include: Campaign planning, Campaign creative and asset development, 100-Year logo

Year 3 - Scope B deliverables include: 100-year anniversary celebration creative support, photo and video shoot

Transparency of all pricing terms is expected. The RTAA will not be obligated to pay for any fees not specified in the Proposal. List all costs, including any one-time or setup fees, and include all other fees or charges that will or could be charged.



Employee Résumés

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Jenna Atwater	Key Personnel: (Yes or No)	Yes
Individual's Title:	Creative Director		
Years in Classification:	1	Years with Firm:	15
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Jenna Hubert has more than 15 years of experience in marketing and advertising, many of which have been with KPS3. Starting as a graphic designer and writer she honed her skills in the digital space specializing in website design and user experience and front-end development. With a firm understanding of how design and technical strategy translate to creative campaigns that convert, she moved into a position to lead a creative team as the Creative Director. She now oversees the creative strategy for our clients while collaborating with other designers, developers, directors and specialists at KPS3 to craft creative that converts.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>AVP of Creative 2025-Present – KPS3 – Reno, NV - Leads creative teams, sets vision, bridging high-level strategy with hands-on execution</p> <p>Senior Creative Director 2018-2025 – KPS3 – Reno, NV - Lead creative and web/ux design strategy for clients</p> <p>Website Designer and Front-End Developer 2014-2017 – KPS3 – Reno, NV - Website, UI/UX design - Front-end website development</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
University of Nevada, Reno – Reno, Nevada. B.A. 2011			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Brook Bentley	Key Personnel: (Yes or No)	Yes
Individual's Title:	Account Manager		
Years in Classification:	2.5	Years with Firm:	6.5
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Brook Bentley joined the KPS3 crew in 2019 – bringing with her five years of diverse content and communications experience, along with her MBA with an emphasis in project management. Relentless in her passion for helping her clients grow, Brook is known for her results-driven approach to marketing. She loves using analytics and research to help her clients make informed decisions—and she’s all about people-to-people business connections.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2019-Present – KPS3 – Reno, NV – Account Director 2016-2019 – Sierra Nevada Media Group – Reno, NV – Social Media and Digital Content Manager 2015-2016 – Elephant Journal – Remote – Social Media and Digital Content Intern 2013-2015 – We Blog the World – Remote – Blogger/Editor 2012-2013 – First Annuity and Insurance Marketing – Denver, CO – Marketing Intern 2011-2012 – Vavi Sport & Social Club – San Diego, CA – Marketing Intern</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
<p>University of Nevada, Reno – Reno, Nevada. M.B.A. 2019 San Diego State University – San Diego, California. B.A. 2011</p>			
CERTIFICATIONS			
<p>Google Analytics Certified – 2019 - Present Section4 Certified Brand Strategist - 2021</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Jenna Bernadyn	Key Personnel: (Yes or No)	Yes
Individual's Title:	Social Creative Manager		
Years in Classification:	6	Years with Firm:	Less than one year
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Jenna has six years of full-time experience in social media, design, and marketing, with an additional three years of internship experience. She is experienced in leading teams, creating engaging content, designing graphics, and developing marketing strategies. Furthermore, she is skilled in social media management, with a strong focus on problem-solving and delivering innovative solutions.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<ul style="list-style-type: none"> • 2025-Present – KPS3 – Reno, NV – Social Creative Manager • 2021-2025 – Zawyer Sports & Entertainment – Stateline, NV – Director of Marketing • 2020-2021 – Rosenberger North America – Akron, PA – Social Media Coordinator • 2020 – NYCB LIVE, Nassau Veterans Memorial Coliseum – Uniondale, NY – Creative Design & Web Marketing Coordinator • 2017-2020 – South Carolina Stingrays – North Charleston, SC – Social Media Intern • 2019 – Philadelphia Flyers – Philadelphia, PA – Social Media & Design Intern • 2018 – Myrtle Beach Pelicans – Myrtle Beach, SC – Social Media Intern 			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
Charleston Southern University – North Charleston, South Carolina – B.A. 2020			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Lauren Cordray	Key Personnel: (Yes or No)	Yes
Individual's Title:	Senior Designer		
Years in Classification:	12	Years with Firm:	Less than a year
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Lauren is a multidisciplinary UX/UI designer with 12 years of experience across digital product design, branding, and visual systems. She has spent the last 6 years leading end-to-end UX projects, partnering closely with cross-functional teams to define strategy, guide execution, and deliver intuitive, research-driven experiences that balance user needs with business goals.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2025 – Present – KPS3 Reno, NV Senior Designer 2023 – 2025 – evo Seattle, WA Contract Lead UX Designer 2022 – 2025 – Cozymeal, Inc San Francisco, CA Lead UX/UI Designer 2019 – 2022 – The Winning Seat Minden, NV Graphic User Interface Designer 2014 – 2018 – High Camp Home Truckee, CA Graphic Web Designer</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
Savannah College of Art & Design – Savannah, GA BFA Graphic Design 2009			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Kacey Fowler	Key Personnel: (Yes or No)	Yes
Individual's Title:	Associate Account Manager		
Years in Classification:	0.5	Years with Firm:	1.5
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Kacey Fowler has professional experience in marketing, communications, and account management across agency, higher education, and business environments. Her background includes supporting client and internal teams through project coordination, content development, digital marketing, SEO, and outreach initiatives. She has contributed to branding and recruitment efforts, managed timelines and deliverables, analyzed performance data, and collaborated with cross-functional teams to support effective marketing execution and client engagement.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>July 2025 – Present – KPS3 – Reno, NV – Associate Account Manager May 2024 – July 2025 – Account Coordinator August 2023 – May 2024 – University of Nevada, Reno, College of Science – Reno, NV – Graduate Assistant April 2023 – May 2024 – Epics Photo Booth – Remote – Freelance Blog Writer January 2024 – April 2024 – Imperial Supplies LLC – Remote – SEO Outreach Intern November 2020 – June 2023 – Inkblot Marketing – Reno, NV – Account Coordinator February 2023 – May 2023 – Nevada Business Environmental Program – Reno, NV – Marketing and Communications Intern November 2021 – April 2022 – Textbook Brokers – Reno, NV – Marketing Coordinator June 2021 – August 2021 – Afternoon Audit – Remote – Growth Marketing Intern</p>			
EDUCATION			
<p>University of Nevada, Reno, Reno, NV — Master of Business Administration, August 2024 University of Nevada, Reno, Reno, NV — B.S. in Business Administration, May 2023</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.z

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Rob Gaedtke	Key Personnel: (Yes or No)	Y
Individual's Title:	President & CEO		
Years in Classification:	11	Years with Firm:	16
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Rob Gaedtke began his KPS3 tenure in 2004 as a production artist and in now the majority owner and President and CEO. Over the years, Rob has held the title of designer (KPS3), project manager (Twelve Horses), Technical & Creative Director (KPS3), VP of Travel and Tourism (One to One Interactive), and just about every position in-between. All of these roles have provided the skills needed to not only manage a 50-member agency, but truly connect all aspects of marketing together to hit client goals. Rob's primary role today is managing the direction of the agency while supporting key accounts as needed.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>President & CEO 2015-Present – KPS3 – Reno, NV</p> <ul style="list-style-type: none"> - Set and manage the company vision and direction <ul style="list-style-type: none"> o 400% growth over 10 years o Named best places to work finalist 9 consecutive years - Oversight of key tier 1 accounts <ul style="list-style-type: none"> o Less than 10% client turnover <p>VP of Creative & Technical Services 2010-2015 – KPS3 – Reno, NV</p> <ul style="list-style-type: none"> - Oversight of all creative deliverables for the agency - Oversight of all technical deliverables for the agency 			
EDUCATION			
University of Nevada, Reno – Reno, Nevada. B.A. 2004			
CERTIFICATIONS			
<p>Google Analytics Certified – Google - 2017 Level 1 Firefighter – TMCC – 2008. PHP/MySQL Certification – TMCC – 2006</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:	KPS3		
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	X
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Kyla Hutchison	Key Personnel: (Yes or No)	No
Individual's Title:	Associate Art Director		
Years in Classification:	6	Years with Firm:	2
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Kyla brings over a decade of marketing experience across diverse industries, with deep expertise in branding, integrated campaigns, and thoughtful user experience and interfaces. She is passionate about creating work that connects with audiences on a deeper level—uncovering the “why” behind every project and helping drive meaningful, mission-led storytelling.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2024-Present — KPS3 — Reno, NV — Associate Art Director 2023-2024 — Hutch Designs — Contract Designer 2021-2023 — The Change Companies — Carson City, NV — Senior Designer 2019-2021 — CEA Marketing — Clearwater, FL — Art Director 2015-2019 — PPK — Tampa, FL — Art Director 2012-2015 — FairWarning, Inc — Clearwater, FL — Lead Designer</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
<p>Flagler College — St. Augustine, FL — B.F.A. 2011</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposed for this project.</i>			
Name:	Shyene Joubert	Key Personnel: (Yes or No)	Yes
Individual's Title:	Associate Director of Content		
Years in Classification:	1	Years with Firm:	4
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Shyene Joubert is an award-winning writer whose work spans industries and audiences. With a background in English and a deep love of storytelling, she's spent her 10+ years shaping narratives that connect with people. Her writing blends creativity with strategy, understanding of what motivates audiences and how strong stories can move them to feel, think, and act.</p>			
RELEVANT EXPERIENCE <i>Information required shall include time frame, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2022 - Present — KPS3 Reno, NV — Associate Director of Content 2021 - 2022 — Let's Eat, Grandma Austin, TX — Resume Consultant, Premier Team Writer, Senior Resume Consultant 2021 - 2022 — Emerging Ink Solutions Little Rock, AR — Assistant Editor 2018 - 2020 — SupplyHouse.com Reno, NV — Blogger & Product Support Specialist</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
<p>University of Nevada, Reno — Reno, NV Bachelor of Arts with a Writing Specialization, 2014 - 2018</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	x	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Elaine Morrison	Key Personnel: (Yes or No)	Yes
Individual's Title:	Director of Growth Marketing		
Years in Classification:	1.5	Years with Firm:	1.5
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Elaine has more than 10 years of experience leading data-driven growth and digital marketing initiatives across agency, enterprise, and higher education environments. She currently serves as Director of Growth Marketing at KPS3, where she develops and manages integrated strategies across SEO, paid media, email marketing, and analytics for clients across various industries. Previously, Elaine held senior global marketing roles at Amazon Web Services (AWS), overseeing B2B demand generation and global email programs using Marketo, Pardot, and Salesforce.</p> <p>Earlier experience includes leading marketing automation adoption at the University of Washington, supporting departments across the institution with the transition. Other experience includes supporting high-visibility communications with the Office of the President, digital fundraising, and a \$5B capital campaign. Elaine brings expertise in marketing automation, lifecycle and email marketing, demand generation, analytics, and cross-functional collaboration.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2024-Present – KPS3 – Reno, NV – Director of Growth Marketing 2022-2024 – Amazon Web Services – Seattle, WA – Senior Global Marketing Manager 2019-2022 – Amazon Web Services – Seattle, WA – Global Marketing Manager 2018-2019 – University of Washington – Seattle, WA – Marketing Automation Manager 2016-2018 – University of Washington Foundation – Seattle, WA – Special Markets Project Manager 2015-2016 – University of Washington Foundation – Seattle, WA – Special Markets Program Coordinator 2014-2015 – CRG Events – Seattle, WA – Event Coordinator</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
<p>Willamette University, B.A. Rhetoric and Media Studies, 2014 Digital Marketing Certificate, University of Washington, 2018</p>			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:	KPS3		
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Sarah Polito	Key Personnel: (Yes or No)	Y
Individual's Title:	Executive Vice President, Team		
Years in Classification:	6	Years with Firm:	6
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE			
<p>Sarah has nearly 20 years of marketing and communications experience working with a wide range of industries, including government, education, healthcare, financial services, retail, gaming, legal and food and beverage. Throughout her career, she's excelled at Fortune 100 companies, agencies, a small startup and everywhere in between. As the Executive Vice President, Team, she is a strategic planner and partner for KPS3 clients, working to help them exceed their marketing goals on-budget and on-deadline. Sarah is passionate about building relationships, managing projects, and producing high-quality work for all things marketing-related.</p>			
RELEVANT EXPERIENCE			
<ul style="list-style-type: none"> • 2025-Present – KPS3 – Reno, NV – Executive Vice President – Serve as a member of the Executive Leadership Team, responsible for leading and developing teams and client success. Lead a cross-functional marketing team and lead overall strategy across a diverse client portfolio, developing integrated marketing strategies grounded in audience insight, competitive analysis, and clear positioning that drive focused execution and measurable results. • 2020 - 2025 – KPS3 – Reno, NV – VP of Client Strategy – Set strategic direction across a diverse client portfolio, shaping integrated marketing approaches. Partner closely with cross-functional teams to translate strategy into focused execution and consistent results. • 2018 – 2019 – Cisco Live – Reno, NV – Marketing Manager – Designed and developed strategic marketing campaigns that drove registration, informed and excited 28K+ registered attendees for Cisco Live, Cisco's largest customer conference. • 2018 – KPS3 – Reno, NV – Account Director - Created strategic marketing and communications plans and executed digital projects that drove results and value for multiple clients. • 2017 – 2018 – Nutrient Foods – Reno, NV – Marketing Director - Developed the brand strategy for the Reno-based startup through target-audience identification and key-messaging creation. Managed outbound and inbound marketing materials and customer communications. • 2016-2017 – NV Energy – Reno, NV - Senior Corporate Communications Specialist - Developed and executed internal and external communications strategies, through newsletters, social media and proactive media relations that aligned with the company's strategies. Managed media inquiries and served as a spokesperson for general media requests and public information officer during crisis communications situations in northern Nevada. • 2012 - 2016 – Waste Management – Reno, NV - Communications Specialist - Developed and executed award winning strategic marketing communications plans throughout northern California and Nevada for the nation's largest environmental solutions provider. Served as the company's spokesperson and successfully pitched a wide range of stories to media outlets in various DMAs. 			
EDUCATION			
University of Nevada, Reno – Reno, Nevada. B.S. 2006.			
University of Nevada, Reno – Reno, Nevada. M.B.A. 2019.			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Elizabeth Seang	Key Personnel: (Yes or No)	Yes
Individual's Title:	Associate Growth Marketing Manager		
Years in Classification:	1	Years with Firm:	4
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Elizabeth has extensive experience in digital marketing and analytics, leading client relationships and delivering strategic, data-driven solutions across SEO and multi-channel paid media. She regularly leads client meetings, providing performance insights and strategic recommendations, while maintaining proactive communication through email and Slack. Elizabeth oversees team members to ensure high-quality deliverables, conducts in-depth performance analysis to uncover actionable insights, and develops and executes integrated marketing strategies. Her experience also includes managing and optimizing budgets across multiple advertising platforms and automating recurring reports into intuitive dashboards that enhance client visibility and decision-making.</p>			
RELEVANT EXPERIENCE <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>2025-2026 – KPS3 _ Reno, NV – Associate Growth Marketing Manager 2022-2025 – KPS3 – Reno, NV – Growth Marketing Specialist 2021-2022 – OCG Creative, LLC – Reno, NV – SEO Specialist & Account Manager 2019-2021 – OCG Creative, LLC – Reno, NV – SEO Internet Marketing Specialist</p>			
EDUCATION <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
2015-2019 – University of Nevada, Reno – B.S. in Business Administration, Marketing			
CERTIFICATIONS <i>Information required shall include type of certification and date completed/received.</i>			
Google Ads Certified – 2019-Present			

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Timothy White	Key Personnel: (Yes or No)	Yes
Individual's Title:	Associate Account Manager		
Years in Classification:	10	Years with Firm:	Less than a year
BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE			
<p>Timothy is a seasoned Copywriter and Creative Director with two decades of experience shaping brands, products, and user experiences across tech, automotive, entertainment, and consumer goods. He specializes in interactive storytelling and translating complex ideas into clear, human-centered narratives that drive growth, reduce friction, and build trust. His work spans large-scale campaigns, brand development, full-funnel messaging, UX, film, and culture disruption for companies including Meta (Oculus VR), Rivian, Wells Fargo, HP, Hot Wheels, Allstate, Sprite, McDonald's, KIA, Sprint, travel, tourism, and events. Timothy has led award-winning digital experiences, rebuilt brand reputations, and delivered measurable business impact — combining strategic thinking with hands-on craft across mixed-media platforms and channels.</p>			
RELEVANT EXPERIENCE			
<ul style="list-style-type: none"> • 2025–Present > KPS3 • Senior Creative Director • Reno • 2022–2025 > Raw Materials • UX Creative Lead • Remote • 2021–2022 > Rivian • UX Creative Lead • Remote • 2018–2020 > Meta/Oculus VR • Creative Lead • San Francisco • 2016–2018 > West BBDO • Creative Director • San Francisco • 2012–2016 > Leo Burnett • Associate Creative Director • Chicago • 2011–2012 > Arnold Worldwide • Sr Copywriter • Boston • 2007–2011 > David & Goliath • Copywriter • Los Angeles • 2006–2007 > Goodby, Silverstein & Partners • Jr Copywriter • San Francisco 			
EDUCATION			
<p>University of Nevada, Reno • Journalism AA • 1999–2001 - Student-Athlete • Lettermen Cal Poly Humboldt • Journalism BA • 2001–2004 - Student-Athlete • First Team All-Conference • Academic All-Conference Miami Ad School • Design + Copywriting • 2004–2006 - Internship • Crispin, Porter + Bogusky</p>			



THIS IS WHAT WE PROPOSE



<u>Section C</u>	<u>Cover Letter</u>	<u>pg 1</u>
<u>Section D</u>	<u>Respondent Overview</u>	<u>pg 2</u>
<u>Section E</u>	<u>Assigned Team</u>	<u>pg 4</u>
<u>Section F</u>	<u>Project Specific Requests</u>	<u>pg 11</u>
<u>Section G</u>	<u>Cost of Services</u>	<u>pg 23</u>
<u>Section H</u>	<u>References</u>	<u>pg 24</u>
<u>Section I</u>	<u>Supplemental Information</u>	

COVER LETTER

Dear Reno-Tahoe Airport Authority Evaluation Committee,

On behalf of The Abbi Agency, we are thrilled to submit our proposal in response to RFP #25/26-05 for Advertising, Creative, & Production Services. We appreciate the opportunity to be considered as your next Marketing Agency of Record and are energized by the possibility of supporting RTAA during this important period of growth and transformation.

RTAA stands at a defining moment. With more than \$1 billion invested through the MoreRNO Infrastructure Project, record-breaking passenger growth, and expanded air service, the Airport is entering its next era — not only as a transportation hub, but as a community asset and a powerful gateway to the Reno-Tahoe region. This evolution calls for a marketing partner that understands tourism and air-service dynamics, can navigate public-sector governance, and translate infrastructure investment into clear, compelling, audience-first storytelling.

We would be honored to become that partner.

For the majority of our team, RNO is our home base airport. We've spent countless important moments at the Reno-Tahoe Airport: awaiting to embark on big adventures, returning home from tiring journeys, welcoming loved ones to our region, our home. The Reno-Tahoe Airport is already an important part of our story, and it would be our honor to tell its story.

Founded in 2008 and headquartered in Reno, Nevada, The Abbi Agency is a full-service marketing agency with deep roots in tourism, transportation, and public-sector marketing. We deliver integrated campaigns that bring strategy, creative, media, and measurement together to drive meaningful outcomes — from building awareness and engagement to influencing travel behavior and demand. With offices in Nevada and across the West, our team offers regional insight, national perspective, and the operational rigor required to support complex, publicly accountable organizations.

For the RTAA, we bring the best of both worlds: a world-class tourism marketing agency that just so happens to be based in your backyard. Our Reno roots mean we have the local regional and political context that is key for success, while bringing a broader understanding of travel trends, habits and opportunities.

Our team has a full and comprehensive understanding of Section 3, Scope of Services and is fully committed to performing this work on behalf of RTAA. We are prepared to support the Airport's next phase by enhancing how passengers experience RNO through every interaction, well before and after the day of their

flight. We bring a strong understanding of tourism demand and air-service growth patterns across the Western United States, paired with hands-on experience working directly with airport authorities and air-service partners. Through our long-standing partnership with the Regional Air Service Corporation (RASC), we have collaborated closely with RTAA stakeholders and gained meaningful insight into the organization's priorities, audiences, and operating environment, positioning us to deliver immediate value as a trusted, informed partner.

As an example of relevant success, The Abbi Agency has supported integrated air-service marketing efforts for the Regional Air Service Corporation (RASC) and Fly Taos, collaborating closely with airport authorities, airlines, and tourism partners to promote new and expanded routes. These efforts paired strategic planning, creative execution, and paid media to build awareness, drive demand, and support long-term air-service growth — closely aligning with the scope, scale, and objectives outlined in this RFP.

The Abbi Agency has no real or perceived conflicts of interest that would impact our ability to serve RTAA. Our current and past client work reflects our specialization in tourism, transportation, and public-sector marketing and presents no conflicting overlap.

We would welcome the opportunity to bring our expertise, creativity, and collaborative approach to RTAA and to help shape the next chapter of the Reno-Tahoe Airport Authority's story. Thank you for your time and consideration. We look forward to continuing the conversation.

Warmly,



Abbi Whitaker

President & Co-Founder, The Abbi Agency

Respondent Name

The Abbi Agency

Primary Contact

Owen Truesdell, Vice President of Public Affairs
contracts@theabbiagency.com

775-323-2977

The Abbi Agency

1385 Haskell St.

Reno, NV 89509

RESPONDENT OVERVIEW

GENERAL OVERVIEW

The Abbi Agency is a full-service marketing agency with deep experience supporting destination brands, transportation-related organizations, and public entities. Our core mission is to uncover the bold spirit of each organization we serve and share it with the world through thoughtful strategy, creative storytelling, and disciplined execution. We deliver integrated strategy, creative, media, and measurement services designed to help complex organizations connect meaningfully with their audiences and drive measurable results.

The Abbi Agency employs more than 50 professionals across offices in **Reno and Las Vegas Nevada, California, Montana, and New Mexico**, allowing us to offer both regional insight and scalable resources. Our team structure is intentionally cross-disciplinary, enabling seamless collaboration across strategy, creative, media, and analytics to support large, multi-faceted initiatives.

ENTITY BACKGROUND

Founded in 2008, The Abbi Agency has operated continuously for 18 years as a privately held, financially stable marketing and communications firm with no interruptions in service and a long history of supporting public-sector and transportation-related clients.

STATEMENT OF LIABILITIES

The Abbi Agency affirms that there are no current, known, pending, or anticipated liabilities or litigation that would impact our ability to perform the services outlined in this RFP.



The Abbi Agency is one of a few Certified B Corporation professional services agencies in the United States — a designation that reflects our deep commitment to using business as a force for good. That commitment shows up in our work, our culture and our outcomes.

AWARDS



AIRPORT INDUSTRY OR PUBLIC ENTITY EXPERIENCE

The Abbi Agency brings deep experience working with airports and public entities, particularly those operating at the intersection of **tourism, air service, and regional economic impact**. This work has given us a holistic understanding of the environment in which RTAA operates — from the visitor and destination perspective, to local Reno-Tahoe community considerations, to the governance and political dynamics that shape decision-making for public authorities.

As a tourism-focused marketing agency based in Nevada, we offer RTAA the advantage of both **world-class destination marketing expertise and boots-on-the-ground local knowledge**. We understand the unique pressures facing airport authorities today, including balancing growth and passenger experience with public accountability, stakeholder alignment, and evolving regional priorities.

Our experience working with public entities in the tourism and government spheres means we are highly accustomed to **projects requiring complex coordination across multiple stakeholders**. We bring established processes, tools, and communication frameworks designed to absorb that complexity on behalf of our clients — allowing internal teams to stay focused on strategic objectives while we manage day-to-day coordination and execution.

Our long-standing partnership with RASC has provided us with direct experience supporting air-service marketing efforts connected to RTAA and meaningful insight into the organization's priorities, partners, and operating environment. Having worked alongside RTAA stakeholders over time, we understand the key players, sensitivities, and considerations that influence this work. This familiarity enables us to acclimate quickly and deliver immediate, informed support as RTAA's agency partner.

AIRPORT INDUSTRY & TOURISM EXPERIENCE



PUBLIC ENTITY & RENO-TAHOE EXPERIENCE



TEAM MEMBERS

The Abbi Agency has assembled a senior, hands-on team designed to operate as a true extension of RTAA. Our team brings together executive leadership, public-sector and stakeholder expertise, destination and transportation marketing, creative leadership, and performance media—built for consistency, accountability, and long-term partnership.

Biographies and detailed résumés for each assigned team member are included in the following section.

EXECUTIVE & STRATEGIC LEADERSHIP

Abbi Whitaker, President & Co-Founder | Year Hired: 2008

Role on Account: Executive oversight; strategic direction; senior counsel to RTAA leadership

Ty Whitaker, CEO & Co-Founder | Year Hired: 2008

Role on Account: Executive oversight; escalation resolution; leadership continuity

STRATEGY & ACCOUNT MANAGEMENT

Owen Truesdell, Vice President of Public Affairs | Year Hired: 2021

Role on Account: Public-sector strategy; stakeholder coordination; board-level communications support

Allegra Demerjian, Vice President of Destination Strategy | Year Hired: 2015

Role on Account: Lead strategic planning; integrated marketing approach; campaign performance oversight

Brittani Schue, Client Services Director | Year Hired: 2026

Role on Account: Day-to-day account management; workflow coordination; client communications

CREATIVE

Christine Harcinske, Senior Creative Director | Year Hired: 2024

Role on Account: Creative direction; brand stewardship; campaign concepting

Thaison Kawal, Art Director | Year Hired: 2022

Role on Account: Visual design; high-level concepting; in-terminal, campaign, and collateral development

David Bunker, Creative Content Director | Year Hired: 2014

Role on Account: Message development; copywriting

PAID MEDIA

Henry Merschel, Performance Marketing Director | Year Hired: 2018

Role on Account: Paid media strategy; optimization; reporting and analytics

Devon DeCaire, Paid Media Strategist | Year Hired: 2023

Role on Account: Campaign execution; reporting; platform coordination

DIGITAL CONTENT

Brittany Ellis, Social Media & Influencer Marketing Account Manager | Year Hired: 2022

Role on Account: Social media and influencer strategy and management

Keshanna Sterling, CRM & Email Strategy Lead | Year Hired: 2022

Role on Account: Newsletter production; HubSpot support; reporting



EDUCATION

University of Nevada, Reno
Bachelor of Arts in Journalism

BOARD & ADVISORY LEADERSHIP

2024 - PRESENT

Northern Nevada Advisory Council
Reno, NV - *Council Member*

2021 - PRESENT

The Nevada Independent
Reno, NV - *Board of Directors*

2022 - PRESENT

Food Bank of Northern Nevada
Reno, NV - *Board of Directors*

2014 - PRESENT

Economic Development Authority of
Western Nevada (EDAWN) Foundation
Reno, NV - *Board of Trustees Member*

AWARDS

- MarTech Awards: Best Women-Owned Integrated Marketing & Communications Firm (2024)
- Nevada Women to Watch: Abbi Whitaker (2023)
- PR Daily's Top Agencies Awards: Small Agency (2023)
- Reynolds School of Journalism: Distinguished Alumna (2022)
- PR News Honoree (2020)
- Community Giver of the Year (2019)

ABBI WHITAKER | PRESIDENT & CO-FOUNDER

Abbi is the heart, soul and creative engine that drives The Abbi Agency. A veteran of international media campaigns for some of the nation's largest tourism and business-to-business companies, Abbi innately understands what drives media coverage and has put those skills to work for almost two decades. She has secured feature coverage in the world's most prestigious publications and television programming —The New York Times, The Wall Street Journal, Forbes, Fortune Small Business, and MSNBC—and has established relationships with world-class reporters and writers to show for it. Today, Abbi's belief in a buttoned-up rebellion of extremely talented people pushing creative boundaries to solve real problems has grown into a famously friendly firebrand of a communications agency, one that's shaping the success of destinations and hospitality organizations nationwide.

EXPERIENCE

FEB 2008 - PRESENT

The Abbi Agency, Las Vegas & Reno, NV - *President & Co-founder*

- Abbi provides visionary leadership and direction to the company, setting strategic goals, and developing innovative strategies that drive client success and business growth.

MAR 2005 - AUG 2008

Lyman Public Relations, CA - *Vice President*

- Led national public relations campaigns for real estate, travel, and B2B clients, including The Trump Ocean Resort Baja, Intrawest, The Related Group, Mammoth Mountain, The Village at Squaw Valley USA, Lake Las Vegas developments, and Centex Resort Development.
- Directed regional, national, and international media relations programs, providing strategic counsel and campaign execution across diverse markets.

2002 - 2005

Switchback Public Relations, CA - *Vice President*

- Managed media relations and account strategy for hospitality, travel, and real estate clients including Embassy Suites, The New Sheridan Hotel, Ski Lake Tahoe, and East West Partners. Served as senior account lead, overseeing campaign execution and client relationships.



TY WHITAKER | CEO & CO-FOUNDER

Ty Whitaker is the operational backbone of The Abbi Agency, bringing over 15 years of experience in project management, stakeholder engagement, and operational logistics. As a fifth-generation Nevadan, Ty has a deep connection to Northern Nevada and leverages his expertise to ensure projects are organized, efficient, and successful. Ty has led major initiatives for clients such as RASC, the Nevada Department of Wildlife, and the City of Fallon, with a focus on data-driven results and strategic execution.

EDUCATION

University of Nevada, Reno
*Bachelor of Science,
Environmental Science*

BOARD & ADVISORY LEADERSHIP

2024 - PRESENT
Nevada State Public Charter
School Authority
Reno, NV - *Board Member*

AWARDS

- PR Daily's Top Agencies Awards
Small Agency (2023)

EXPERIENCE

2007 – PRESENT

The Abbi Agency, Reno, NV - *CEO & Co-founder*

- Provides executive leadership and operational oversight for a full-service marketing and communications agency, ensuring strategic alignment, financial stewardship, and successful delivery of complex projects for public- and private-sector clients.

MAY 2019 – JUN 2020

Entrepreneurs' Organization (EO), Reno, NV - *President*

- Led the Reno-Tahoe chapter of a global peer-to-peer business network, supporting member growth through leadership development, mentorship, and community engagement.

JAN 2008 – AUG 2010

CorpsJD – Sales & Marketing

- Supported sales and marketing efforts through client outreach, relationship building, and campaign coordination to drive business development initiatives.

APR 2004 – AUG 2010

7Q10, Inc. - *Project Manager / Environmental Scientist*

- Managed environmental regulatory projects and project management initiatives, coordinating timelines, compliance requirements, and stakeholder communication across multiple engagements.



EDUCATION

Macalester College, St. Paul, MN.

Bachelor's, Political Science & Government

OWEN TRUESDELL | VICE PRESIDENT OF PUBLIC AFFAIRS

Owen Truesdell is a senior public affairs and strategic communications leader with more than a decade of experience supporting government agencies, nonprofits, and political campaigns. His background spans public policy, stakeholder engagement, media relations, and integrated communications, bringing a nuanced understanding of how public institutions can effectively communicate with diverse audiences.

Owen is particularly skilled at translating complex, multi-layered policy and operational messaging into clear, compelling narratives that resonate with the public while maintaining accuracy and transparency. Known for his ability to connect policy objectives with public perception, he provides strategic counsel that supports informed decision-making, builds trust, and advances organizational goals across highly regulated and high-visibility environments.

EXPERIENCE

2023 - PRESENT

The Abbi Agency, Reno, NV - *Vice President of Public Affairs*

- Provides senior leadership and strategic direction for public affairs initiatives, advising clients on complex regulatory, legislative, and public policy matters.
- Leads the development and execution of comprehensive public affairs strategies that align with client objectives, support informed decision-making, and advance organizational priorities through effective advocacy and stakeholder engagement.

AUG 2022 - 2023

The Abbi Agency, Reno, NV - *Public Affairs Director*

- Led the planning and implementation of integrated public affairs programs, including legislative and regulatory advocacy, issue management, and stakeholder engagement.
- Served as a senior advisor to clients, ensuring messaging and outreach efforts were aligned with organizational goals and communicated effectively to key audiences.

APRIL 2021 - 2022

The Abbi Agency, Reno, NV - *Public Affairs Manager*

- Planned, executed, and managed public affairs and advocacy campaigns, including strategic messaging development, grassroots engagement, and coordination with key stakeholders.
- Conducted in-depth policy research and analysis, providing timely insights and recommendations to support adaptive public affairs strategies.



EDUCATION

University of Nevada, Reno
Bachelor of Arts in Strategic Communications

AWARDS

- Rising Star Award, Nevada Center for Entrepreneurship and Technology (2016)

ALLEGRA DEMERJIAN | VICE PRESIDENT OF DESTINATION STRATEGY

Allegra is a senior destination marketing strategist with more than a decade of experience developing and leading integrated marketing strategies for travel, tourism, and hospitality organizations. She specializes in building data-driven, audience-focused strategies that align brand vision, marketing execution, and measurable outcomes. Working closely with brand managers and cross-functional account teams, Allegra ensures strategies are thoughtfully developed and effectively implemented across all channels. Throughout her career, Allegra has led strategic initiatives for destination and hospitality brands including Carnival Cruise Line, Discover Kalispell, Travel Nevada, Go Goleta, North Lake Tahoe, Edgewood Tahoe, and Explore Murrieta. She brings a comprehensive skill set spanning integrated campaign development, digital marketing, brand management, public relations, messaging and brand development, event strategy, marketing automation, and long-range strategic planning, allowing her to guide clients from strategy through execution with clarity and consistency.

EXPERIENCE

NOV 2025 - PRESENT

The Abbi Agency, Reno, NV - *Vice President of Destination Strategy*
Previous Roles: Client Success Director, Brand Manager, Digital Director, Social Media Manager | June 2014 – April 2019

- Leads client strategy and execution across integrated destination marketing programs, ensuring alignment between client objectives, campaign performance, and long-term brand growth.
- Oversees cross-disciplinary teams and serves as a strategic advisor for tourism and travel clients.

MAY 2021 - JAN 2023

Nevada Department of Education, Las Vegas, NV - *Public Information Officer*

- Directed external communications for a statewide government agency, ensuring brand consistency, message clarity, and effective public engagement across diverse audiences.

OCT 2019 - MAY 2021

LinkHCM, Rancho Cucamonga, CA - *Marketing Director*

- Oversaw all marketing efforts for a B2B workforce solutions firm, leading the development and execution of multi-channel digital campaigns focused on brand awareness, demand generation, and measurable ROI.



BRITTANI SCHUE | CLIENT SERVICES DIRECTOR

Brittani Schue is a results-driven marketing professional with experience leading integrated brand, digital, and content initiatives across hospitality, tourism, and destination-driven organizations. Known for managing complex marketing programs spanning web, email, social media, media partnerships, and sustainability-focused initiatives. Brings a strong balance of strategic thinking, hands-on execution, and cross-functional collaboration to drive brand visibility and long-term growth.

EDUCATION

University of Nevada, Reno
*Bachelor of Arts (B.A.), Communication
& Media Studies*

HONORS & AWARDS

- Lambda Pi Eta Communication Honor Society - Issued by Anna Wiederhold, Ph.D., Assistant Professor, Department of Communication Studies | Oct 2014

LEADERSHIP & AFFILIATIONS

JAN 2020 – PRESENT

Sustainability Committee
Edgewood Tahoe - *Chairwoman*

- Led advisory committee advancing sustainability initiatives focused on protecting and restoring natural ecosystems while embedding responsible practices across resort operations.

EXPERIENCE

FEB 2026 - PRESENT

The Abbi Agency, Reno, NV - *Client Services Director*

- Leads strategic client services for The Abbi Agency, managing integrated marketing programs across travel, economic development, and public-sector accounts; ensures on-time delivery, cross-functional collaboration, and high-impact results aligned with client goals.

OCT 2023 – FEB 2026

KPS3, Reno, NV - *Account Manager*

- Managed client relationships and oversaw integrated marketing initiatives, supporting digital strategy, campaign execution, and performance-driven marketing programs across multiple channels.

JAN 2020 – OCT 2023

Edgewood Tahoe, Stateline, NV - *Marketing Manager*

- Led all brand and marketing efforts for a luxury resort destination, including website development, email marketing, social media, content creation, and media hosting initiatives.

MAY 2018 – JAN 2020

Aramark, Zephyr Cove, NV - *Sales & Marketing Manager*

- Coordinated advertising, marketing websites, and publications across Aramark-managed properties.

SEP 2016 – MAY 2018

Tahoe Chamber, Stateline, NV - *Communications & Marketing Coordinator*

- Planned and executed Chamber marketing, communications, public relations, and social media efforts.



EDUCATION

Truckee Meadows Community College
Graphic Communications, Graphic Design, Web Design

AWARDS

- Mosaic Award
 - Issued by: American Advertising Federation · 2025
 - Client: Nevada Department of Health and Human Services
- Gold Award for Online/Interactive Websites B-to-B
 - Issued by: American Advertising Federation · 2025
 - Client: Three Sticks Productions
- Gold Award for Film, Video, & Sound – Internet Commercial
 - Issued by: American Advertising Federation · 2021
 - Client: Yosemite Mariposa County
- Gold Award for Online/Interactive Websites B-to-C
 - Issued by: American Advertising Federation · 2021
 - Client: Travel Nevada
- Gold Award for Travel and Tourism Website
 - Issued by: Communicator Awards · 2021
 - Client: Travel Nevada
- Gold Award for Logo Design
 - Issued by: American Advertising Federation · 2020
 - Client: SPCA of Northern Nevada

CHRISTINE HARCINSKE | SENIOR CREATIVE DIRECTOR

With 19 years of experience in the advertising industry, Christine Harcinske has learned that while data is important, it is only part of the equation in building impactful brands. Personality, relevance, storytelling — these are the true underpinnings of campaigns that pack a proverbial punch. By a happy coincidence, it's within these intangibles that Christine does her best work. Throughout her career, Christine has worked with names like Adobe, Virgin Mobile, Niantic Labs, Panasonic and Travel Nevada, as well as the Reno-Tahoe Airport Authority, allowing her to discover an innate talent for not only listening to the needs of every brand, but also truly hearing them. In a previous role, Christine was able to work on the MoreRNO branding, crafting the visual identity for the RTAA's evolving consumer experience and giving her invaluable insight to bring to this work.

EXPERIENCE

2024 - PRESENT

The Abbi Agency, Reno, NV - Senior Creative Director

- Provides senior-level creative leadership across brand, digital, and UX engagements, aligning creative vision with client objectives while leading cross-functional teams from concept through execution.

FEB 2024 - AUG 2024

Tereкта, Remote - UX Lead

- Led UX strategy, CRO, and A/B testing initiatives for major mortgage and nonprofit clients, driving measurable improvements in website performance and user experience.

2022 - 2024

KPS3, Reno, NV - Creative Director

- Directed creative strategy and execution, delivering integrated, on-brand campaigns.

2021 - 2022

Noble Studios, Reno, NV - Associate Creative Director, Digital Design

- Led creative direction for travel and tourism clients, expanding digital and UX service offerings and contributing to revenue growth through strategic creative leadership.



EDUCATION

University of Nevada, Reno

Bachelor of Arts, Fine and Studio Arts

AWARDS

- Silver ADDY Award (2021)
Discover Kalispell: Fall Under the Spell Campaign
- Platinum Hermes Creative Award
Nevada Health Link Price Compete Campaign

THAISON KAWAL | CREATIVE DIRECTOR

Thaison Kawal is a master at investigating the features of an organization that matter most to people and conveying those features beautifully through multimedia assets and creative design. As Creative Director at The Abbi Agency, Thaison leads the development of robust creative campaigns, guiding multidisciplinary teams from concept through execution. His work transforms brand narratives into high-impact creative assets that connect with audiences across digital, social, broadcast, and experiential channels. Thaison has delivered award-winning creative for destination, healthcare, nonprofit, and public-sector clients across the Western United States and beyond, consistently elevating brand perception and engagement through thoughtful, audience-driven design.

EXPERIENCE

2018 - PRESENT

The Abbi Agency, Reno, NV - *Creative Director*

- Provides creative leadership and direction across integrated marketing and communications campaigns.
- Oversees concept development, creative strategy, and production for video, photography, and design assets, ensuring brand consistency and high-quality execution across all channels.

2015 - 2018

The Abbi Agency, Reno, NV - *Art Director*

- Led visual identity development and campaign design for a wide range of clients, producing creative assets across digital, print, and experiential platforms.
- Supported creative ideation, design systems, and production execution for integrated campaigns.

2014 - 2015

Custom Ink, Reno, NV - *Production Artist*

- Executed production design projects, ensuring accuracy, efficiency, and adherence to brand and quality standards.



EDUCATION

University of Maryland,
College Park, MD.
Bachelor of Arts, Journalism

AWARDS

- Silver Addy Award (American Advertising Federation – Reno Chapter) – 23andMe + Desert Research Institute + Renown Health Video, 2017
- First Place, “Best Investigative or In-Depth Story or Series,” National Newspaper Association, 2013
- Third Place, “Best Serious Column,” National Newspaper Association, 2013
- First Place, “Writing,” California Newspaper Publishers Association, 2008
- First Place, “Writing,” California Newspaper Publishers Association, 2008
- First Place, “Best Feature Story,” Nevada Press Association, 2007
- First Place, “Business or Financial Story,” California Newspaper Publishers Association, 2006
- First Place, “Investigative/Enterprise Reporting,” California Newspaper Publishers Association, 2005
- Second Place, “Writing,” California Newspaper Publishers Association, 2005

DAVID BUNKER | CREATIVE CONTENT DIRECTOR

David Bunker has been a key contributor to content development, strategy, and execution at The Abbi Agency since 2010. Over the course of his tenure, he has partnered with a wide range of clients across the Western U.S., helping build advertising, content, and storytelling campaigns from the ground up. In addition to conceiving and copywriting for some of the agency’s largest and most complex creative campaigns, David plays an integral role in shaping and executing wide-reaching public relations, content, and narrative strategies. Grounded in a journalistic approach and strengthened by cross-disciplinary expertise in creative conceiving and content development, David brings a thoughtful, story-first perspective to every engagement—ensuring messages are both compelling and credible.

EXPERIENCE

APR 2021 - PRESENT

JUN 2010 - JUN 2017

The Abbi Agency, Reno, NV - *Creative Content Director*

- Leads creative content strategy and copywriting for integrated advertising, public relations, and content initiatives, translating complex, public-facing objectives into clear, credible, and audience-focused narratives.

2010 - 2015

Moonshine Ink, Truckee, CA - *Writer/Editor*

- Oversaw content for Moonshine Ink, regional publication in the Truckee/Tahoe area, approaching the region with a journalistic eye to identify interesting storylines.



HENRY MERSCHEL | PERFORMANCE MARKETING DIRECTOR

Henry Merschel has extensive experience driving awareness and measurable engagement through data-informed media strategies. He brings a deep understanding of audience behavior, platform performance, and campaign optimization – ensuring every media dollar works harder to deliver meaningful results. Henry has successfully led paid media efforts for public sector clients including Nevada Health Link and the Incline Village General Improvement District and countless private sector clients. His expertise spans both digital and traditional media, from awareness campaigns to conversion-driven initiatives. For this campaign, Henry will oversee media planning, buying, and optimization, ensuring that campaign messages reach the right audiences through the most effective mix of channels.

EDUCATION

San Francisco State University
*Bachelor of Science in Marketing
& International Business*

CERTIFICATIONS

- Google Analytics
- Google Ads
- Hubspot Email Marketing
- Udacity Marketing Analytics Nanodegree

EXPERIENCE

2024 - PRESENT

The Abbi Agency, Reno, NV - *Performance Marketing Director*

- Leads paid media strategy and performance optimization across digital channels, overseeing planning, execution, and measurement to drive efficient reach, consideration, and conversion

2023 - 2024

The Abbi Agency, Reno, NV - *Senior Digital Strategist*

- Managed multi-channel paid media programs and performance analysis, using audience insights and campaign data to inform optimization, budget allocation, and measurable outcomes.

2019 - 2023

The Abbi Agency, Reno, NV - *Digital Strategist*

- Supported paid media planning, campaign execution, and reporting across search, social, and display channels, contributing to improved performance, attribution, and audience targeting.

2018 - 2019

The Abbi Agency, Reno, NV - *Digital Marketing Coordinator*



EDUCATION

University of Arizona, Tucson, AZ.
*Bachelor of Arts, Communication
& Information Technology*

DEVON DECAIRE | PAID MEDIA STRATEGIST

Devon is an experienced digital marketing professional with a passion for crafting, optimizing, and scaling high-performing campaigns. Through a blend of data-driven analysis and creative storytelling, she helps brands build awareness, generate leads, and connect meaningfully with their audiences. Shaped by a fast-paced agency environment, Devon thrives at The Abbi Agency, where collaboration and adaptability are central to delivering impactful results. She brings experience across a wide range of industries, including hospitality and tourism, and is known for her ability to navigate the ever-evolving digital landscape with curiosity and precision. Committed to continuous learning, Devon consistently expands her skill set to strengthen both her own expertise and the performance of the accounts she supports.

EXPERIENCE

SEP 2023 - PRESENT

The Abbi Agency, Reno, NV - *Paid Media Strategist*

- Develops and optimizes multi-channel paid media campaigns across search and social platforms, leveraging performance data and audience insights to drive efficient reach and engagement.

JUL 2022 - JUN 2023

The I Do Society, Los Angeles, CA - *Account Manager*

- Built and optimized paid media campaigns across Google, Meta, and TikTok, supporting brand awareness and conversion goals.
- Collaborated cross-functionally on conversion tracking implementation, landing-page development, and campaign execution to improve performance and attribution.

JAN 2021 - DEC 2022

WebMO, Tucson, AZ - *Digital Ads Specialist / PPC Specialist*

- Managed and reported on paid search campaigns with monthly budgets exceeding \$30,000, driving performance improvements through ongoing optimization and analysis.
- Communicated data-driven insights and recommendations to account managers to align paid media strategy with client business objectives.



BRITTANY ELLIS | **SOCIAL MEDIA & INFLUENCER MARKETING ACCOUNT MANAGER**

Brittany Ellis is a strategic social media and influencer marketing professional with deep experience building high-performing programs for travel, tourism, and public-facing brands. At The Abbi Agency, she has played a central role in developing and scaling influencer marketing initiatives from the ground up, establishing best practices, managing creator partnerships, and delivering campaigns that drive measurable engagement and brand impact. Known for her collaborative approach and creative instincts, Brittany bridges strategy, content, and execution to ensure brand stories resonate across channels.

EDUCATION

Sonoma State University
Bachelor's Degree, Chemistry

CERTIFICATIONS

- Google Analytics
- Google Ads
- Hubspot Email Marketing
- Udacity Marketing Analytics Nanodegree

EXPERIENCE

2025 - PRESENT

The Abbi Agency, Reno, NV - *Social Media & Influencer Marketing Account Manager*

- Leads influencer marketing strategy and social media execution, overseeing creator partnerships, campaign development, and performance optimization to drive engagement, reach, and brand credibility.

2024 - 2025

The Abbi Agency, Reno, NV - *Influencer Marketing Specialist*

- Built and scaled the agency's influencer marketing practice, establishing benchmarks, best practices, and workflows that transformed the discipline into a revenue-generating service offering.

2022 - 2024

The Abbi Agency, Reno, NV - *Social Media Specialist*

- Developed and executed strategic social media campaigns for travel and tourism clients, partnering with PR and Creative teams to deliver cohesive storytelling and improved performance across platforms.

2019 - 2022

Self-Employed (Remote) - *Social Media Manager*

- Audited, developed, and managed social media strategies for a diverse range of clients, building online presence from the ground up and overseeing content creation, community management, and crisis response.

2019 - 2022

City of Cotati, Cotati, CA - *Management Analyst*

- Supported Public Works and Community Development leadership while managing municipal social media efforts, budget coordination, and cross-department communications.



EDUCATION

California State University, Los Angeles
Bachelor of Arts, Business/Corporate Communications

CERTIFICATIONS

- Klaviyo Product Certificate – Klaviyo
- HubSpot Inbound Marketing Certification – HubSpot
- Email Marketing Certification – HubSpot Academy
- Mailchimp Foundations – Intuit Mailchimp
- HubSpot Marketing Software Certification – HubSpot Academy
- Google Ads Search Certification – Google

KESHANNA STERLING | CRM & EMAIL STRATEGY LEAD

Keshanna is an experienced digital marketing and account services leader with a strong background in lifecycle marketing, performance-driven strategy, and cross-channel campaign execution for public-facing brands. At The Abbi Agency, she leads email and digital engagement strategies across multiple client accounts, focusing on clear communication, measurable outcomes, and responsible use of data to support awareness, utilization, and conversion goals. Known for her strategic mindset and collaborative leadership style, Keshanna bridges data, creativity, and client service to deliver consistent performance while maintaining the transparency and accountability expected of public-sector organizations.

EXPERIENCE

AUG 2022 - PRESENT

The Abbi Agency, Reno, NV - *Client Services Director/CRM & Email Strategy Lead*

- Owns email and lifecycle marketing strategy across multiple client accounts, delivering strong performance benchmarks and supporting revenue-driving initiatives through data-informed planning and optimization.

JAN 2021 – AUG 2022

LVIMA – Las Vegas Innovation Marketing Association - *Board Member*

- Participated in industry leadership and mentorship initiatives, supporting professional development and community engagement within the Las Vegas marketing community.

MAR 2020 – AUG 2022

MDL Group, Las Vegas, NV - *Marketing Manager*

- Led digital marketing strategy and campaign execution for commercial real estate and corporate marketing efforts, providing creative direction, establishing processes, and supporting team development.

AUG 2018 – MAR 2020

K2 Analytics Inc., Las Vegas Metropolitan Area - *Social Media Manager*

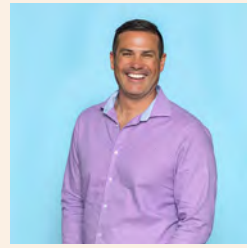
- Managed social media strategy, content development, paid social budgets, and performance analysis to increase engagement, visibility, and audience growth across platforms.

ORGANIZATIONAL CHART

Executive & Strategic Leadership

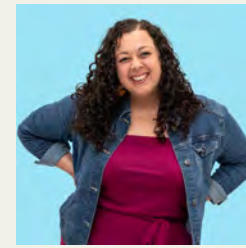


Abbi Whitaker
President & Co-Founder
(Reno, NV)

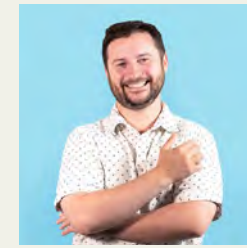


Ty Whitaker
CEO
(Reno, NV)

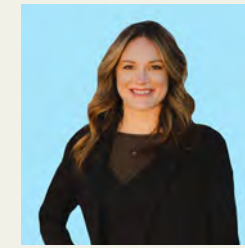
Strategy & Account Management



Allegra Demerjian
VP of Destination Strategy
(Pacific City, OR)

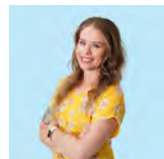


Owen Truesdell
VP of Public Affairs
(Reno, NV)

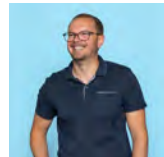


Brittani Schue
Client Services Director
(South Lake Tahoe, CA)

Creative



Christine Harcinske
Senior Creative Director
(Reno, NV)



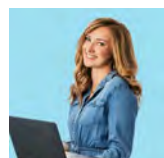
Thaison Kawal
Art Director
(Seattle, WA)



David Bunker
Creative Content Director
(Truckee, CA)



Darius Mandegary*
Art Director
(Reno, NV)

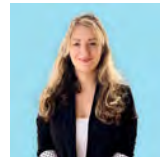


Kaycee Weddell*
Art Director
(Reno, NV)

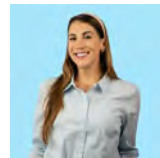
Paid Media



Henry Merschel
Performance Marketing Director
(San Diego, CA)



Devon DeCaire*
Paid Media Strategist
(Marana, AZ)



Gracie Greco*
Paid Media Strategist
(Memphis, TN)



Ryan Kruger*
Paid Media Strategist
(Boise, ID)

Social Media & Influencers



Brittany Ellis
Social Media and Influencer
Marketing Account Manager
(Reno, NV)



Alyssa Johnson
Social Media Specialist
(Las Vegas, NV)

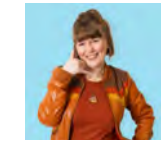


Joely Blair*
Social Media Specialist
(Las Vegas, NV)

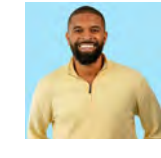


Navleen Khara*
Social Media Account Coordinator
(Reno, NV)

Digital Experience

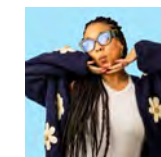


Kerry Cecere
Digital Experience Director
(Reno, NV)



Marshal Pierre*
Digital Experience Account Manager
(Port St Lucie, FL)

Digital Content



Keshanna Sterling
CRM & Email Strategy Lead
(Las Vegas, NV)



Anna Paterson*
Content Marketing Strategist
(Reno, NV)



Olivia Sullivan*
Content Marketing Specialist
(Reno, NV)



Erica Stuart-Franks*
SEO Specialist
(Seiad Valley, CA)

All RTAA work will funnel through our strategy and account management team, ensuring alignment, accountability, and integration across all disciplines and service lines. This structure allows us to move efficiently from strategy to execution while maintaining consistency and clarity across channels.

* Indicates key backup personnel

CASE STUDY

REGIONAL AIR SERVICE CORPORATION (RASC)

Situation

The Abbi Agency served as RASC's integrated marketing and communications partner, providing both high-level strategy and hands-on execution. Our role extended beyond creative development into cross-stakeholder coordination designed to align airline expectations, airport priorities, and regional partner amplification. Our work was grounded in a deep understanding of air service economics, regional travel behavior, and the distinct roles played by airports, airlines, and nonprofit air service organizations. Key elements of our approach included:

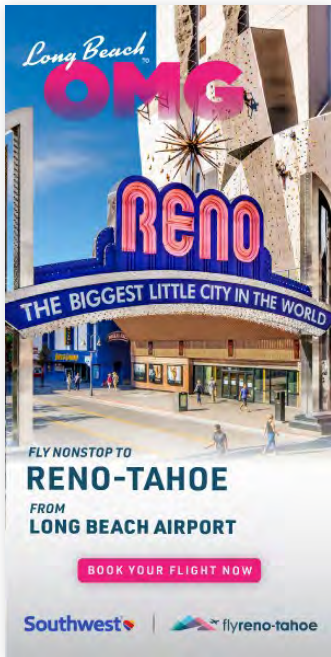
- Promote new nonstop routes to out-of-market travelers
- Support strong load factors during critical first-year launches where underperformance could jeopardize long-term route viability
- Align airlines, airport leadership, boards, and regional partners around a shared strategy

The Abbi Agency brings proven experience at the intersection of airport marketing, airline collaboration, board-level governance, and regional activation. This allows us to enter air service engagements with immediate fluency – understanding not only how to promote routes, but how marketing influences load factor performance, partner confidence, and long-term route sustainability.

Strategy

The Abbi Agency served as RASC's integrated marketing and communications partner, providing both high-level strategy and hands-on execution. Our role extended beyond creative development into cross-stakeholder coordination designed to align airline expectations, airport priorities, and regional partner amplification. Our work was grounded in a deep understanding of air service economics, regional travel behavior, and the distinct roles played by airports, airlines, and nonprofit air service organizations. Key elements of our approach included:

- **Brand & Platform Development:** Created the RASC brand, website, and foundational messaging to clearly define RASC's role in air service development
- **Campaign Development:** Led creative and campaign development for multiple nonstop route launches, including airline-specific creative systems adaptable across channels
- **Regional Activation:** Developed social media toolkits and partner assets to enable community stakeholders to amplify new air service announcements
- **Coordination:** Worked directly with airlines, airport marketing teams, and RASC leadership to support evolving routes, schedules, and promotional needs



Fly Reno-Tahoe Rebrand Developed by The Abbi Agency



Results

While ticketing and fare data were managed by airline and media partners, our campaigns contributed to strong first-year route awareness, coordinated regional amplification, and sustained promotional momentum during critical launch periods. Included here are examples of campaign creative and stakeholder toolkit assets.

CASE STUDY

FLY TAOS

Air Service Marketing & Paid Media Planning

Situation

The Abbi Agency partnered with Visit Taos and Fly Taos to support the expansion of commercial air service into Taos Regional Airport, promoting new direct flight options to both local residents and out-of-market travelers. As air access expanded through JSX and Contour, our team worked closely with the destination, airlines, and airport authority to ensure consistent, timely communication around routes, promotions, and flight availability – particularly during early launch periods where load factor performance is critical to route continuity. Taos required an air service marketing approach that could:

- Build awareness of new and evolving flight options
- Balance local awareness with revenue-driving feeder markets
- Maintain flexibility as routes, schedules, and airline promotions evolved

Strategy

The Abbi Agency developed a media-first strategy designed specifically for air service growth:

- **Market Split:** 75/25 allocation between feeder markets and local audiences to prioritize revenue generation while maintaining local awareness
- **Channel Mix:** Paid social, programmatic display, SEM, YouTube, local radio, and digital out-of-home placements in feeder-market airports
- **Creative System:** A consistent visual and conceptual framework across markets, with light messaging customization to reflect individual feeder audiences and airline partners
- **Coordination:** Ongoing collaboration with airlines and the airport authority to support real-time promotional updates and route changes



Digital Ads

Results

The campaign launched in January 2026, and performance reporting is forthcoming. Included here are examples of the paid media creative and messaging framework developed to support this effort.

CASE STUDY

VISIT MORRO BAY

COME GET SALTY CAMPAIGN

Boosting off-peak visitation with targeted digital advertising and fresh branding.

Situation

Visit Morro Bay aimed to revitalize visitor numbers during the shoulder and warm seasons of 2023 amid increased regional competition and softened occupancy rates. Local lodging and business partners needed a campaign that would quickly and effectively drive return visits and increase economic impact.

Strategy

The Abbi Agency developed a bold new brand identity and launched the “Come Get Salty” campaign to showcase Morro Bay’s unique coastal charm. Partnering with data-driven paid platform Epsilon, we crafted a hyper-targeted paid media effort focused on re-engaging previous visitors while expanding reach to travelers familiar with the broader San Luis Obispo region. Our approach combined personalized creative assets tailored to key audience segments – foodies, outdoor adventurers, families and laid-back travelers – with a diverse media mix including digital programmatic display, social media ads on TikTok, Facebook, Instagram and Pinterest, and search engine marketing.

Results

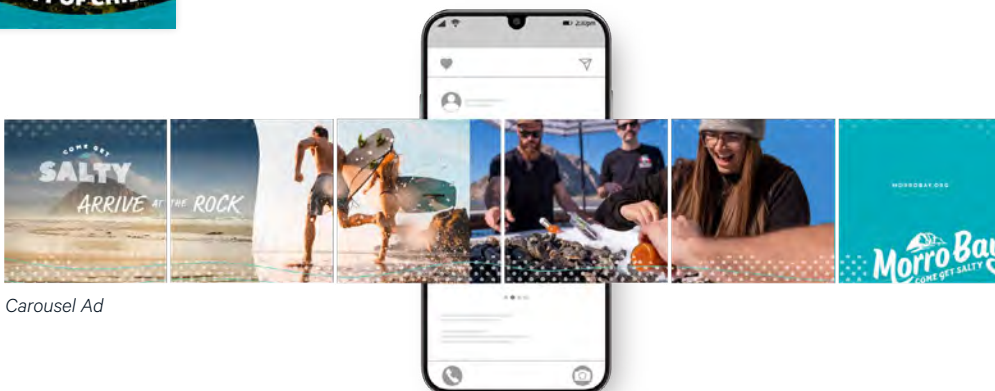
- Over **2 million unique individuals reached** between May and August 2023
- **8,200+ visitors** driven to Morro Bay through targeted messaging
- **Return on ad spend (ROAS) of 13:1** from \$90K programmatic investment
- Messaged visitors spent \$1.2 million locally, averaging **\$145 spend per visitor**
- Campaign demonstrated strong engagement with over **18,500 transactions attributed to messaged visitors**



Old Logo:



New Logo:



Carousel Ad

CASE STUDY

EDGEWOOD TAHOE RESORT

2024 CAMPAIGN

Driving Exceptional ROI and Bookings with 2024 Paid Media Campaign

Situation

Edgewood Tahoe Resort aimed to increase bookings, encourage longer stays, and boost brand awareness among luxury travelers. With a competitive market for ski, golf, weddings, and event-driven packages, the resort sought a paid media strategy that could deliver both high engagement and measurable return on ad spend (ROAS).

Strategy

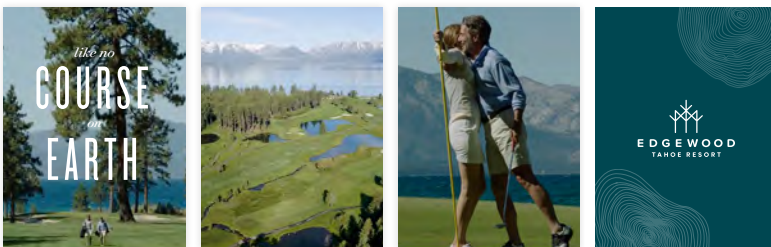
The Abbi Agency developed a hyper-targeted paid media campaign leveraging multiple channels:

- Search Engine Marketing (SEM) focused on Villa Suites, weddings, evergreen offers, and seasonal packages to directly drive conversions
- Google Display and Meta platforms for brand awareness and engagement
- OTT and native advertising for retargeting and additional visibility
- Weather-triggered and retargeted ads for timely, context-sensitive messaging

This integrated approach allowed us to reach luxury audiences at the right moments, optimizing spend to maximize revenue and engagement.

Results

- Overall **ROAS of \$5.57 per \$1 spent** – nearly 2-3x industry average (\$2-\$4)
- SEM click-through rate (CTR) averaged **20.6%** – more than 4x the industry standard of ~5%
- Google Display delivered over 20 million impressions at an efficient \$0.93 CPM – well below the \$2-\$3 industry average
- **Key campaign highlights:**
 - Villa Suites SEM: \$656K revenue, 17.78% CTR, **42.6 ROAS**
 - Evergreen SEM: \$643K revenue, 20.57% CTR, **40.1 ROAS**
 - Weddings SEM: \$188K revenue, 37.18% CTR, **139.9 ROAS**



Digital Ads



CASE STUDY

LAKE TAHOE COMMUNITY COLLEGE

Situation

Lake Tahoe Community College reached its 50th anniversary in 2024, presenting an opportunity to celebrate the institution's legacy while reinforcing its relevance and momentum for the future. LTCC needed an anniversary approach that could:

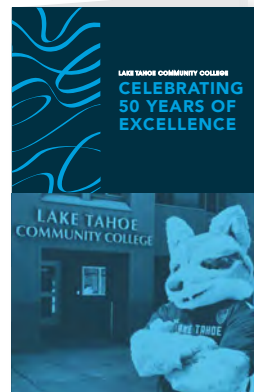
- Honor the college's history and community impact
- Engage multiple audiences of alumni, students, faculty, and local stakeholders while creating institution-wide alignment
- Extend beyond a single event to sustain awareness and participation over time

The challenge was creating a unified campaign that balanced nostalgia with a forward-looking vision and resonated across diverse audiences.

Strategy

The Abbi Agency partnered with LTCC to develop and execute a multi-faceted anniversary campaign anchored in storytelling, community participation, and brand evolution:

- **Brand Refresh:** Developed a 50th anniversary logo and visual system designed to integrate seamlessly with LTCC's existing brand
- **Signature Initiatives:** Launched "Fifty Faces of LTCC" and "Fifty Awesome Alumni" to spotlight individuals who shaped the college's past and present
- **Community Engagement:** Implemented an open nomination process via LTCC's website to encourage broad participation and personal storytelling
- **Campaign Structure:** Built an 18-month campaign calendar spanning media outreach, digital content, events, and on-campus activations
- **Launch Moment:** Anchored the campaign with a public anniversary launch event at LTCC's Student Center, and aligned digital messaging with toolkits and frameworks



Results

- **High-Volume Community Engagement:** The launch event drew alumni, students, faculty, retirees, partners, and local officials
- **Sustained Participation:** Alumni and "faces" nominations generated ongoing engagement and story submissions
- **Elevated Brand Perception:** The anniversary identity positioned LTCC as both a legacy institution and a modern innovator in higher education
- **Increased Visibility & Long-Term Impact:** The 18-month framework ensured momentum continued throughout the anniversary year and beyond

NEWSLETTER PRODUCTION SUPPORT

SUPPORTING CONSISTENT, VALUE-DRIVEN COMMUNICATION.

RTAA's newsletters are a critical channel for stakeholder communication, local traveler engagement, and MoreRNO milestone visibility. Our approach ensures each send is timely, relevant, and structured to support both awareness and measurable traveler action.

- Strategy & Planning:** Evaluate current cadence, audience segments, and performance, then collaborate with RTAA to define the appropriate frequency and content structure.
- Content Development:** Create clear, informative content that balances traveler-facing updates with airport and community priorities. Topics may include air service announcements, travel tips, parking and transportation updates, terminal enhancements, and operational notices—written in RTAA's brand voice.
- Design, Build & Distribution:** Develop mobile-friendly, on-brand layouts that are easy to scan and navigate, with full execution in HubSpot including layout, imagery, QA/testing, scheduling, and distribution.
- Performance Monitoring & Optimization:** Provide post-send reporting on key engagement metrics such as open rates, click-through rates, and top-performing content, along with recommendations to optimize future newsletters. Support list growth as needed through website, social, and campaign integrations.

PERFORMANCE SNAPSHOTS

Visit Morro Bay

Email Purpose: Promotional and informational newsletters

- 48,178 emails sent
- 38.2% open rate (vs. 22.6% industry average)
- 4.9% click rate (vs. 0.77% industry average)
- 12.8% CPUO (Click Per Unique Open)

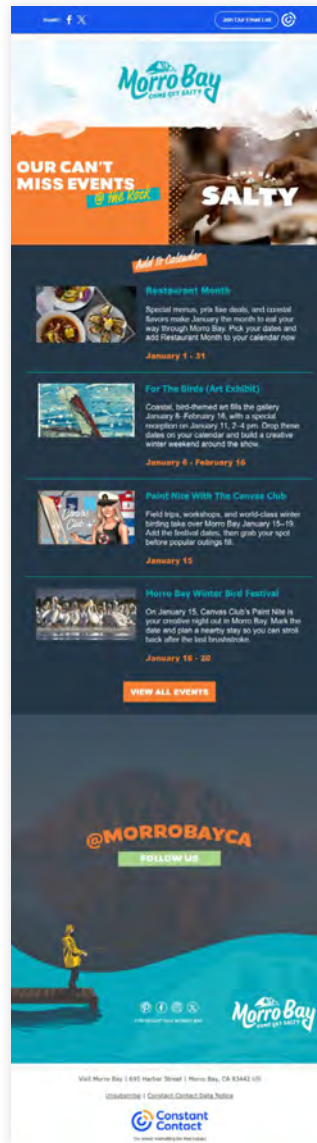
Performance exceeded industry benchmarks, signaling strong audience engagement and conversion intent.

Pacific Surfliner

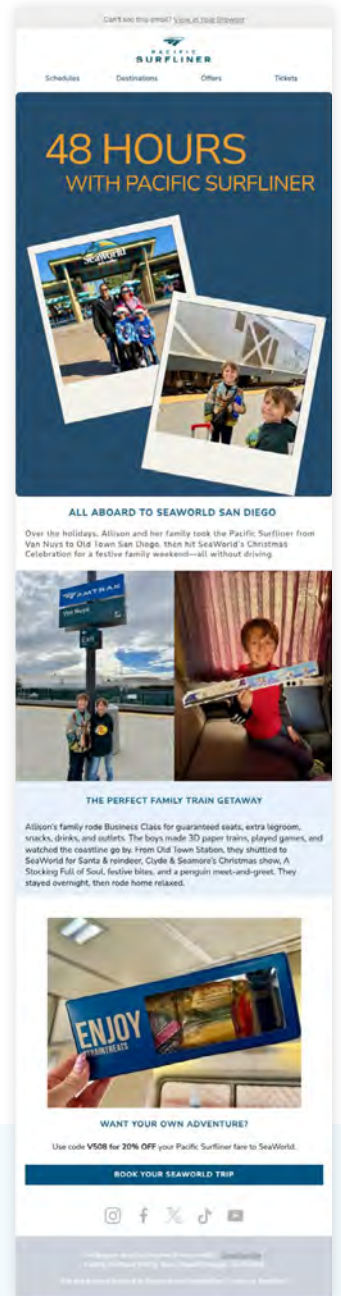
Email Purpose: Ongoing customer and subscriber communications

- 606,220 emails sent
- 50.1% open rate (double the industry standard)
- 2.92% click rate
- 5.8% CPUO
- 36.6% subscriber growth

Sustained above-benchmark performance reflects strong subscriber engagement and long-term audience growth.



Marketing Emails Crafted by TAA



SOCIAL MEDIA, WEBSITE

& COLLATERAL SUPPORT

In addition to campaign efforts, we will provide ongoing support across evergreen social media, website updates, and collateral design to ensure RTAA’s communications remain current, cohesive, and effective. Across all channels, our work is guided by five core quality principles that shape how we create content. These principles serve as our internal filter for quality and effectiveness – ensuring every piece is purposeful, audience-driven, and aligned with RTAA’s objectives.

Evergreen Social (copywriting, posting, reporting)

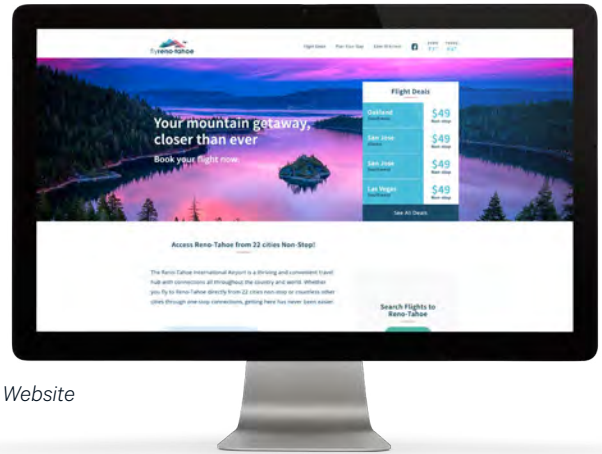
- Monthly content planning aligned to airport priorities, seasonal travel, and operational updates
- Copywriting + posting support
- Performance reporting with recommended optimizations

Website Updates (as needed) + Reporting

- Content updates that support campaigns, air service priorities, and traveler information needs
- UX-minded recommendations to improve clarity and conversion paths
- Reporting on key on-site behaviors (traffic sources, top content, conversion actions) to inform ongoing improvements

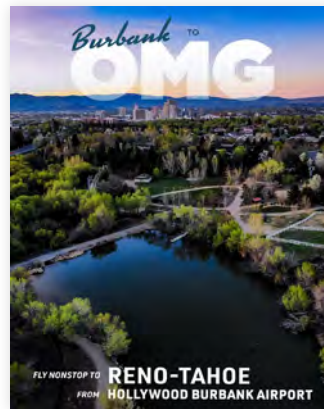
Collateral Design Support

- In-terminal/on-property signage, program ads, report covers, and campaign support materials
- Template systems that improve speed and consistency (so RTAA can scale communications without re-inventing assets)
- Production-ready files that meet placement specs and brand standards



Website

Social Ad



Rack Card



What defines a quality RTAA content asset?

Every piece of content—whether social, web, email, or collateral—should be:



Grounded in real traveler behavior, local catchment priorities, and RNO’s role as both gateway and community asset

Tailored to priority audiences, markets, and decision windows using CRM segmentation and platform-specific targeting

Aligned with seasonality, air-service priorities, operational updates, and MoreRNO infrastructure milestones

Designed for fast recognition and clarity across social, web, and on-the-go browsing environments

Focused on practical decision support, including parking guidance, “know before you go” updates, and direct pathways to flight and travel information

EXTENDED

SCOPE OF SERVICES APPROACH

The Abbi Agency has extensive experience guiding public-facing brands through milestone moments and brand evolution—particularly for destination, transportation, and place-based organizations where stakeholder alignment and public trust are critical. If RTAA elects to pursue either Extended Scope option, our approach builds on the Base Scope of Services and follows a phased process that scales based on budget and timing.

Extended Scope A: 100th Year Anniversary Celebration

We would approach RTAA's 100th Year as a strategic storytelling opportunity—honoring the organization's legacy while reinforcing its relevance today. Rather than creating a standalone moment, the anniversary would be integrated into existing communications and aligned with ongoing initiatives.

Approach

- **Discovery & Integrated Planning:** Conduct focused discovery to identify priority stories, audiences, and moments, then develop a streamlined anniversary plan defining channel presence, success metrics, and alignment with active campaigns.
- **Temporary Anniversary Logo:** Develop a commemorative mark designed to live within RTAA's existing brand system, ensuring flexibility across digital, social, and environmental applications.
- **Campaign Creative:** Translate anniversary themes into cohesive campaign creative and supporting assets, with periodic check-ins to ensure alignment and adaptability.
- **Public Launch:** Culminate in a coordinated public-facing launch, potentially including on-site activations that reflect RTAA's role in the region.

Extended Scope B: RTAA Rebrand + Rebrand Campaign + Smaller Anniversary Celebration

If RTAA elects to pursue a rebrand, we would approach the work as a thoughtful evolution focused on long-term clarity, consistency, and future growth—ensuring RTAA and its airports are aligned, easy to understand, and positioned to support both travelers and stakeholders.

Approach

- **Brand Discovery & Planning:** Conduct in-depth discovery combining research, stakeholder input, and audience insights to establish a clear brand direction.
- **Brand Identity & Creative Development:** Develop refreshed identity concepts and a supporting visual system designed to perform across traveler-facing, operational, and stakeholder touchpoints.
- **Rebrand Campaign & Public Launch:** Support the rebrand with a phased rollout that prioritizes understanding and adoption, including campaign creative, application guidance, and potential on-site activations.
- **Anniversary Integration:** Layer in a smaller-scale anniversary element that reinforces community pride and legacy without diluting the new identity.

ADDITIONAL OFFERINGS

At this time, The Abbi Agency is not proposing any additional services beyond those outlined in Section 3, Scope of Services, and no additional services are included in the proposed budget. All services required to support RTAA's objectives under this Proposal are included within the submitted Scope and associated pricing. The following represents a potential optional consideration that may be explored as part of ongoing support, should RTAA elect to do so:

Content Creator Activation

Content creator activation can provide an authentic lens and higher engagement when connecting with audiences within RTAA's catchment area. As part of our social media

support, The Abbi Agency would intend to explore this opportunity as a potential tactic, leveraging a portion of the paid media budget to amplify creator content.

Through partnerships with local and regional creators, RTAA may highlight various facets of the MoreRNO brand as it comes to life, including targeted promotions or special offers that can be tracked and measured for performance. The Abbi Agency provides full-service influencer and content creator management capabilities, including creator identification, vetting, contracting, content coordination, and performance reporting. Any content creator activation would be defined collaboratively with RTAA and scoped, priced, and approved prior to execution.

DETAILED COST PROPOSAL

STRATEGY / TACTIC	COST	TIMELINE
Onboarding & Audit	\$6,000	One-time
Audience Research	\$3,000	One-time
Editorial Calendar (Social, Content, eNewsletter)	\$3,000	One-time
Integrated Marketing Plan	\$22,050	One-time
Media Buy Plan Development, Setup & Launch	\$3,000	One-time
Website Content Updates (as needed)	\$9,000	As needed
Campaign Creative Concepting	\$12,000	One-time
Campaign Photo/Video Direction, Production & Post-Production	\$60,000	One-time
Campaign Production	\$21,000	One-time
Print & Collateral Development (as needed)	\$15,000	As needed
Project Management Retainer	\$32,400	Billed monthly (12 months)
Social Media Retainer	\$21,000	Billed monthly (12 months)
Email Newsletter (1/month)	\$18,000	Billed monthly (12 months)
Media Buy Management, Optimization & Reporting	\$41,400	Billed monthly (12 months)
Technology Fee	\$3,600	Billed monthly (12 months)
Digital Media Spend (Hard Costs)	\$229,550	Billed monthly (12 months)
TOTAL NOT-TO-EXCEED CONTRACT BUDGET: \$500,000		

Extended Scope of Services (Optional)

Extended Scope A – \$60,150

Extended Scope B – \$107,200

Detailed cost breakdowns for Extended Scopes A and B are provided in the required Cost Proposal Form. Extended Scopes are mutually exclusive and not included in the \$500,000 not-to-exceed Annual Operational Cost.

Hourly Rates

Should RTAA request services beyond those initially agreed to, The Abbi Agency estimates work using a blended hourly rate of \$150 per hour. This blended rate allows flexibility across senior strategy, creative, digital, and account services team members while maintaining cost efficiency. Detailed time tracking by role is maintained and available to RTAA upon request.

Separate Line Pricing

The Abbi Agency is not proposing additional services beyond those outlined in Section 3, Scope of Services. The proposed technology fee is not an additional service, but a standard component of the Scope of Services. The Abbi Agency invests more than \$250,000 annually in marketing, analytics, and reporting platforms used to support campaign execution and performance measurement. To support access to these platforms, a nominal technology fee is included to ensure RTAA can fully leverage these tools in our work.

Technology Fee

\$3,600

Billed monthly (12 months)

Reference 1

- **Entity Name:** Nevada Department of Wildlife (NDOW)
- **Entity Type:** Public (State Agency)
- **Entity Size:** Approximately 201-500 employees
- **Relevant Services Provided:** The Abbi Agency partnered with NDOW to deliver a comprehensive, integrated marketing and communications program. Services included a full website redesign and development, strategic planning, public outreach, creative campaign development, collateral creation, and paid media strategy and execution. A primary focus of the work was driving engagement and adoption of NDOW's online licensing and permitting system among Nevada outdoor enthusiasts.
- **Assigned Team Members:** Ty Whitaker, Allegra Demerjian, Thaison Kawal, David Bunker, Henry Merschel
- **Major Challenges / Goals & Outcomes:** The primary challenge was modernizing NDOW's digital ecosystem while increasing public awareness and usage of online services. The project successfully delivered a user-friendly website experience and integrated campaigns that improved access to information, increased digital engagement, and supported measurable adoption of online licensing tools.
- **Point of Contact:** Aaron Meier, Public Information Officer
- **Phone:** 775-688-1548
- **Email:** ameier@ndow.org

Reference 2

- **Entity Name:** Explore Murrieta
- **Entity Type:** Public / Destination Marketing Organization
- **Entity Size:** Approximately 10 employees
- **Relevant Services Provided:** The Abbi Agency has served as Explore Murrieta's Agency of Record since 2017. Services have included brand strategy, creative campaign execution, paid media planning and management, and ongoing content development across digital channels, with a full organizational rebrand led by our team in 2025.
- **Assigned Team Members:** Abbi Whitaker, Allegra Demerjian, Christine Harcinske, Thaison Kawal, David Bunker, Henry Merschel, Brittany Ellis, Keshanna Sterling

- **Major Challenges / Goals & Outcomes:** The rebrand required repositioning the destination to better differentiate Murrieta within a competitive Southern California tourism market while maintaining stakeholder alignment. The result was a cohesive, modern brand platform that strengthened brand recognition, improved engagement across channels, and provided a scalable foundation for ongoing marketing efforts.
- **Point of Contact:** Patrick Ellis, President & CEO
- **Phone:** 805-338-8625
- **Email:** patrick@exploremurrieta.com

Reference 3

- **Entity Name:** Silver State Health Insurance Exchange / Nevada Health Link
- **Entity Type:** Public (State Entity)
- **Entity Size:** Approximately 60 employees
- **Relevant Services Provided:** The Abbi Agency serves as Agency of Record for Nevada Health Link, providing full-service integrated marketing and communications support. Services include strategic planning, creative development, media planning and buying, digital advertising, content development, public outreach, and campaign execution tied to annual Open Enrollment periods.
- **Assigned Team Members:** Abbi Whitaker, Owen Truesdell, Thaison Kawal, David Bunker, Henry Merschel, Devon DeCaire, Brittany Ellis, Keshanna Sterling
- **Major Challenges / Goals & Outcomes:** A key challenge was converting statewide awareness into actual enrollment among uninsured Nevadans. Through targeted messaging and integrated media execution, the campaign drove over 96,000 enrollments during Open Enrollment in 2023, marking Nevada Health Link's second-highest enrollment period to date.
- **Point of Contact:** Janel Davis, Chief Operating Officer
- **Phone:** 725-270-8849
- **Email:** j-davis@exchange.nv.gov

Reno-Tahoe Airport Authority
 Reno-Tahoe International Airport
 Reno-Stead Airport



1. RESPONDENT'S CERTIFICATION [A]

The Entity listed below has carefully examined the Reno-Tahoe Airport Authority's **RFP #25/26-05** that includes Scope of Services, requirements for submission, general information, and the evaluation and award process.

The Entity hereby proposes to provide the services requested in this solicitation. The Entity agrees that the RTAA's terms and conditions herein shall take precedence over any conflicting terms and conditions submitted with the response and agrees to abide by all conditions of this document.

The authorized representative listed below hereby certifies that all information contained in the response is truthful to the best of their knowledge and belief. As a representative of the Entity, they further certify that they are duly authorized to submit this response on behalf of the Entity as its agent and that the Entity is ready, willing, and able to perform if awarded an Agreement.

The authorized representative further certifies that this response is made without prior understanding, agreement, connection, discussion, or collusion with any other person or entity submitting a response for the same service, nor with an officer, employee, or agent of the RTAA or any other entity who is interested in said Agreement, and that the undersigned executed this Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

The authorized representative further certifies that this Entity can obtain and fulfill the insurance requirements of this RFP. In compliance with this RFP and subject to all the terms and conditions thereof, the undersigned offers and agrees that this response is accepted to furnish all services described herein at a price to be negotiated.

Entity Name The Abbi Agency

Signature Patrick Ty Whitaker

Address 1385 Haskell Street

Print Name Patrick Ty Whitaker

City Reno

Title CEO

State NV Zip Code 89509

Date 12/16/2025

Telephone 775-323-2977

Email contracts@theabbiagency.com

Federal Tax ID # 26-3326846

RFP Disclosure: How were you first made aware of this solicitation opportunity?

- RTAA website RGJ Legal Ad (newspaper)
 NGEM website Other

Minority Status: Has the Entity been certified as a minority-owned, woman-owned, or disadvantaged business enterprise (DBE) by any government agency? Yes No If yes, please specify the government agency and date of certification: _____

The above question is for information only. The RTAA encourages minority business participation; however, no preferences shall be given.



2. RESPONDENT'S CERTIFICATION [B]

Respondent must select the appropriate box for each question. Respondent must not leave any item unanswered.

- 1) YES NO Has the Respondent breached any contracts with a public agency or person in the State of Nevada or any other state during the five (5) years immediately preceding the date of this RFP?
- 2) YES NO Has the Respondent been disqualified from being awarded a contract by any governing body in the State of Nevada?
- 3) YES NO Has the Respondent been convicted of a violation for discrimination in employment during the two (2) years immediately preceding the date of this RFP?
- 4) YES NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, filed as a debtor under the provisions of the United States Bankruptcy Code?
- 5) YES NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, as a result of causes within the control of the Respondent or a subcontractor or supplier of the Respondent, failed to perform any contract:
 - a. In the manner specified by the contract and any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative; or
 - b. Within the time specified by the contract unless extended by the person or governmental entity that awarded the contract or its authorized representative; or
 - c. For the amount of money specified in the contract or as modified by any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative?

If the Respondent has affirmatively checked "YES" to any of the above questions, please provide additional information for each item marked "YES." Attach additional sheet(s) if necessary.

The Abbi Agency
Entity Name

Patrick Ty Whitaker
Signature

Patrick Ty Whitaker
Print Name

12/16/2025
Date



3. CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION

Submitted Proposals, which are marked “Confidential” in their entirety, or those in which a significant portion of the submitted Proposal is marked “Confidential” **will not** be accepted by the RTAA. Only items that qualify as “proprietary information,” as defined in NRS §332.025, or “trade secret,” as defined in NRS §600A.030(5), may be labeled as “Confidential.” All Proposals are confidential until the Agreement is recommended for award, at which time, both successful and unsuccessful Respondents’ Proposals become public information.

The RTAA will not be responsible for any information contained within the Proposal. Should a Respondent not comply with the labeling requirements, its Proposal will be released as submitted.

By signing below, I understand it is my responsibility as the Respondent to act in protection of the labeled information and agree to defend and indemnify the RTAA for honoring such designation. I duly realize that failure to so will constitute a complete waiver, and all submitted information will become public information. Additionally, failure to label any information as “Confidential” that is released by the RTAA shall constitute a complete waiver of all claims for damages caused by the release of the information.

By signing below, I understand that marking the entire Proposal exempt from disclosure or as “Confidential” will not be honored. Not conforming to these requirements may cause the Proposal to be deemed non-compliant and rejected by the RTAA as non-responsive. I understand that the term “Confidential” does not include the amount of an Agreement negotiated with the RTAA.

Please initial the appropriate response in the boxes below. Provide the justification for confidential status and include reference to appropriate page(s).

Confidential Business Information			
YES	<i>PW</i>	NO	
Justification for Confidential Status			
Pages 11–18 and 21 are marked as confidential business information because they contain RTAA-specific strategic analysis, planning considerations, and execution approaches developed expressly for this proposal. This content reflects non-public business practices and applied methodologies beyond standard qualifications, resumes, or pricing and is submitted solely for evaluation purposes.			

Reno-Tahoe Airport Authority
Reno-Tahoe International Airport
Reno-Stead Airport



CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION (continued)

Confidential Trade Secret			
YES		NO	<i>PW</i>
Justification for Confidential Status			

The Abbi Agency _____

Entity Name

Patrick Ty Whitaker _____

Signature

Patrick Ty Whitaker _____

Print Name

12/16/2025 _____

Date



5. EXCEPTIONS

EXCEPTIONS: Does the Respondent take exception to any of the terms or conditions of this RFP and attachments hereto? YES NO If yes, please indicate the specific nature of the exception(s) or clarification(s) in the space provided below. Attach additional sheet(s) if necessary.

List exceptions here:



6. ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

Respondent must acknowledge receipt of all addenda posted to the Nevada Government eMarketplace (NGEM) website: <https://nevada.ionwave.net/Login.aspx>. Attach additional sheet(s) if necessary. If there have been no addenda posted to NGEM, please mark "N/A."

It is solely the Respondent's responsibility to check the NGEM website for addenda issued for this RFP.

Addendum No. <u>1</u>	Date Received: <u>December 12, 2025</u>
Addendum No. <u>2</u>	Date Received: <u>December 15, 2025</u>
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____
Addendum No. _____	Date Received: _____

This Proposal is presented to the Reno-Tahoe Airport Authority by:

Entity Name: The Abbi Agency
Address: 1385 Haskell Street, Reno, NV 89509
Phone: 775-323-2977
Email: contracts@theabbiagency.com
Signature (black or blue ink): *Patrick Ty Whitaker*
Print Name: Patrick Ty Whitaker
Title: CEO, Co-Founder
Date: 12/16/2025



7. COST PROPOSAL

Initial Agreement Term	Annual Operational Cost	Extended Scope A Cost	Extended Scope B Cost	Total Annual Cost
Year 1: FY26/27	\$ 500,000	\$ 60,150	\$ 107,200	\$ 667,350
Year 2: FY27/28	\$ 500,000	\$ 0	\$ 0	\$ 500,000
Year 3: FY28/29	\$ 500,000	\$ 0	\$ 0	\$ 500,000
Year 4: FY29/30	\$ 500,000	\$ 0	\$ 0	\$ 500,000
Total	\$ 2,000,000	\$ 60,150	\$ 107,200	\$ 2,167,350

Annual Operational Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

Detailed cost breakdown is provided in the attached additional sheet.

Extended Scope of Services A Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

Research & Discovery: \$4,050	Campaign Style Guide: \$8,400
Integrated Campaign & Launch Plan: \$7,050	Campaign Production: \$12,000
Visual Identity: \$12,750	Launch: \$5,400
Campaign Concepting: \$10,500	Total – Extended Scope A: \$60,150

Extended Scope of Services B Cost (for the deliverables outlined in Section 3, Scope of Services, provide a breakdown of costs and/or define as necessary; attach additional sheet(s) as needed):

Research & Discovery: \$6,000	100th Anniversary Logo: \$12,750
Integrated Campaign & Launch Plan: \$9,000	100th Anniversary Style Guide: \$8,400
RTAA Brand Platform: \$10,000	Campaign Concepting: \$10,500
RTAA Visual Identity: \$12,750	Campaign Production: \$12,000
RTAA Brand Guidelines: \$15,000	Launch: \$10,800
	Total – Extended Scope B: \$107,200

Transparency of all pricing terms is expected. The RTAA will not be obligated to pay for any fees not specified in the Proposal. List all costs, including any one-time or setup fees, and include all other fees or charges that will or could be charged.

Board Memorandum

05/2026-22

Date: May 21, 2026

Subject: Adoption of the Reno-Tahoe Airport Authority's fiscal year (FY) 2026-27 Budget
(July 1, 2026 – June 30, 2027)

Presenter: Renée Miller, Manager of Budgets

BACKGROUND

In Preparation for the Regular Board Meeting on April 22, 2026.

The budget is RTAA's annual fiscal plan of revenues and expenses to fund operations and the annual capital improvement program for the Reno-Tahoe International Airport (RNO) and Reno-Stead Airport (RTS) as owned and operated by RTAA.

On April 22, 2026, the Board held a workshop on the preliminary budget. Staff presented an overview of the preliminary budget, including passenger traffic, landed weight, revenue, and operating expense estimates for the upcoming fiscal year to begin on July 1, 2026. The presentation included information on fixed assets and capital projects proposed for next fiscal year. The FY 2026-27 budget and airline rates and charges were also discussed with the Airline Airport Affairs Committee as required by the RTAA's airline agreement with signatory airlines.

STRATEGIC PRIORITIES

Financial Stewardship

COMMITTEE COORDINATION

Finance and Business Development Committee

DISCUSSION

Airline traffic at RNO has continued its recovery following the COVID pandemic, with record enplaned passengers in calendar year 2025. The FY 2025-26 traffic forecast shows continued growth, though at a slower pace than in recent years. In the four weeks since the budget workshop, Spirit Airlines, a Non-Signatory carrier at RNO, has ceased operations due to bankruptcy. RTAA staff have adjusted the forward-looking forecast to adjust for the resulting loss of approximately (2.5%) of landed weight and (1.4%) of enplaned passengers. For FY 2026-27, RTAA is cautiously optimistic: signatory passenger airline partners are forecasting increased landed weight compared to the current-year forecast and expect passenger traffic to be marginally higher, while cargo

carriers are projecting lower landed weights. Staff will continue consulting with airlines and monitoring traffic trends given their impact on revenues.

FY 2026–27 is the fourth year of a ten-year Airport-Airline Use and Lease Agreement (AAULA, or “airline agreement”) with Alaska Airlines, American Airlines, Delta Air Lines, Federal Express (FedEx), Southwest Airlines, United Parcel Service (UPS), and United Airlines (the “Signatory Airlines”). The AAULA defines the premises leased by Signatory Airlines and provides the terms and conditions under which they operate at RNO. The airline agreement also sets forth the rate methodology under which Signatory Airlines pay for the facilities and services they use.

The MoreRNO capital program continues to make significant progress in FY 2026–27. Construction of the new Headquarters (HQ) will be completed, and construction of the New Gen A & B Concourses will be fully underway. Funding for the MoreRNO program includes federal grants, passenger facility charges (PFCs), airline rates and charges, RTAA cash, and airport revenue bonds. RTAA issued revenue bonds totaling \$238.3 million in September 2024 and intends to issue an additional \$300.0 million in late summer/early fall 2026.

Overall, the Proposed Budget reflects necessary cost increases, updated revenue projections, and contractual obligations. Staff will continue monitoring airline traffic, revenues, and expenses and will bring forward adjustments if conditions change.

FY 2026-27 PROPOSED BUDGET

Summary

The FY 2026-27 Proposed Budget includes total revenues of \$119.642 million to fund airport operating expenses, debt service, equipment, and capital improvements. This section provides a financial overview of the Proposed FY 2026-27 Budget and key metrics.

Budget Overview

Budget Category	FY 2025-26 Budget	FY 2025-26 Forecast	FY 2026-27 Budget	Budget to Budget \$ Change	Budget to Budget % Change
Operating Budget					
Revenues	\$ 98,733,203	\$ 98,401,623	\$ 102,223,222	\$ 3,490,019	3.5%
Expenses	(73,904,941)	(73,693,445)	(78,277,698)	(4,372,757)	5.9%
Revenues over Expenses	24,828,262	24,708,178	23,945,524	(882,738)	(3.6%)
Other Sources (Uses)					
Property, Plant and Equipment	(1,386,956)	(1,559,156)	(1,240,293)	146,663	(10.6%)
Debt Service	(1,440,100)	(1,440,100)	(5,823,678)	(4,383,578)	304.4%
Interest Income	7,681,900	7,681,900	7,022,691	(659,209)	(8.6%)
Other Non-Operating Revenue	300,000	300,000	323,400	23,400	7.8%
Total Other Sources (Uses)	5,154,844	4,982,644	282,120	(4,872,724)	(94.5%)
Net Sources over Uses	29,983,105	29,690,822	24,227,643	(5,755,462)	(19.2%)
Other Revenues:					
Passenger Facility Charges	9,949,128	9,839,687	10,072,263	123,135	1.2%
Federal Stimulus Funds	-	-	-	-	-
Total Other Sources	9,949,128	9,839,687	10,072,263	123,135	1.2%
Capital Budget	204,379,889	194,000,000	250,808,611	46,428,722	22.7%

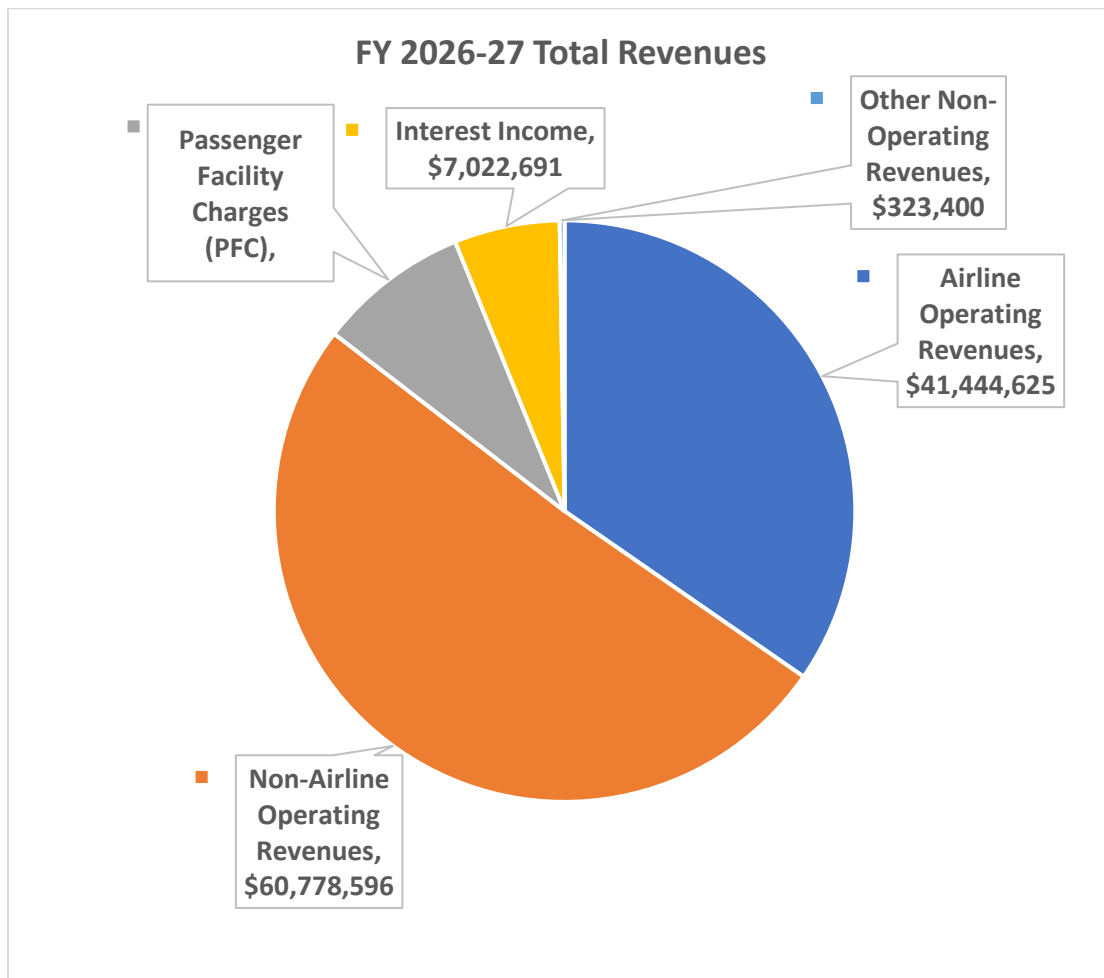
Key Metrics

Description	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Enplaned Passengers	2,516,997	2,490,473	2,524,012	7,014	0.3%
Landed Weight (000's)	3,475,065	3,447,062	3,371,415	(103,650)	(3.0%)
Landing Fee (Signatory)	\$4.39	\$4.45	\$4.94	\$0.55	12.4%
Landing Fee (Non-Signatory)	\$5.05	\$5.05	\$5.68	\$0.63	12.4%
Terminal Rental Rate (Avg.)	\$162.63	\$160.50	\$178.82	\$16.19	10.0%
Debt Service Coverage	26.39	17.58	4.54	(22)	(82.8%)
Sig. Cost Per Enplanement	\$10.76	\$10.82	\$13.09	\$2.33	21.6%
Workforce (FTEs)	273.5	273.5	278.5	5.0	1.8%

The revenue forecast for FY 2026-27 year assumes 2.52 million enplaned passengers, a 0.3% increase from the current year budget, and a 1.3% increase from the updated FY 2025-26 forecast. Year-over-year growth is attributable to the growth of the region; however, growth has been tempered by the recent loss of one carrier due to bankruptcy.

Total Revenues

Total airport revenues (operating and non-operating) are forecast at \$119.642 million for FY 2026-27, an increase of \$2.977 million (2.6%) from the FY 2025-26 adopted budget.



Operating Revenues

Budget Category	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating Revenues:					
Airline Revenues	\$ 37,760,230	\$ 38,047,312	\$ 41,444,625	\$ 3,684,395	9.8%
Non-Airline Revenues	60,972,973	60,354,311	60,778,596	(194,377)	-0.3%
Total Operating Revenues	98,733,203	98,401,623	102,223,222	3,490,019	3.5%

Of the total revenues, \$102.223 million are operating revenues derived from airline and non-airline revenue sources. Operating revenues are forecasted to increase \$3.49 million or 3.5% from the adopted budget FY 2025-26. Operating revenues are summarized in two major categories:

- **Airline revenues** - generated from landing fees and terminal building rents, are forecasted to be \$41.445 million, approximately 40.5% of the total operating revenues. The 9.8% increase from FY 2025-26 budget is primarily due to the increase in the cost of operating and maintaining the Airfield and Terminal cost centers resulting in higher landing fees and terminal rental rates. Additionally, the departure of Spirit Airlines has impacted landing fees and terminal rents.
- **Non-airline revenues** - generated from public parking, car rentals, retail, food and beverage, advertising, gaming, and other concessions, are projected at \$60.779 million, representing approximately 59.5% of total operating revenues. Compared to the FY 2025-26 budget, total non-airline revenues reflect a modest (0.3%) net decrease, driven primarily by two factors: a decline in parking revenues; and a reduction in Reno Stead land rents, resulting from revised contract terms with a development tenant. These decreases have been largely offset by increases in ground transportation fees and reimbursed services.

Airline Rates, Fees, and Charges

Airline rates, fees, and charges primarily refer to landing fees, terminal rents, and baggage handling fees established annually by RTAA, as defined in the AAULA. The rates and fees are calculated to recover budgeted costs to operate and maintain the airfield, terminal facilities, and the baggage handling system (BHS). At the end of each fiscal year, a true up is performed to account for the difference between actual costs and the budgeted rates, fees, and charges in accordance with the AAULA. The reconciliation can result in either additional fees or a refund to Signatory Airlines.

Landing Fee Calculation

Airfield Cost Center	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating Expenses	\$ 15,520,697	\$ 15,640,939	\$ 16,733,108	\$ 1,212,411	7.8%
Operating Reserve	171,825	66,719	230,065	58,240	33.9%
Fixed Assets/Equipment	208,421	177,216	322,613	114,192	54.8%
Capital Projects	-	-	-	-	-
Amortization of Capital Items	1,090,841	1,090,841	1,074,327	(16,514)	(1.5%)
Less: Non-Signatory Landing Fees	(1,563,192)	(1,662,466)	(1,064,006)	499,186	(31.9%)
Less: Airfield Revenues	(1,546,656)	(1,538,738)	(1,579,567)	(32,911)	2.1%
Total Requirement (A)	13,881,936	13,774,511	15,716,541	1,834,605	13.2%
Total Landed Weight	3,475,065	3,417,151	3,371,415	(103,650)	(3.0%)
Signatory Landed Weight (000s) (B)	3,165,430	3,092,587	3,183,976	18,547	0.6%
Sig. Landing Fee Rate Per (000s) (A/B) \$	4.39	\$ 4.45	\$ 4.94	\$ 0.55	12.4%
Non-Signatory Landing Fee Rate (15%)	\$ 5.05	\$ 5.05	\$ 5.68	\$ 0.63	12.4%

Landing fees are charged to passenger and cargo carriers for each aircraft landing based on the aircraft's maximum gross landed weight. RTAA currently recovers 100% of its costs of operating and maintaining the airfield through landing fees. The Landing Fee rate is calculated by dividing the total requirement (net cost) of the airfield by the total landed weight of Signatory Airlines. Non-Signatory airlines pay a 15% premium for the landing fee compared to Signatory Airlines.

Landing fees are forecasted to increase to \$4.94 per thousand pounds for Signatory Airlines and \$5.68 for Non-Signatory Airlines. The new rates represent a 12.4% increase from the current year's budget due to higher costs associated with operating and maintaining the airfield and a reduction in non-signatory activity following the loss of Spirit Airlines.

Terminal Rent Rate Calculation

Terminal Cost Center	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating Expenses	\$ 30,666,093	\$ 31,058,242	\$ 33,275,669	\$ 2,609,576	8.5%
Debt Service	1,440,100	1,503,100	1,500,600	60,500	4.2%
Debt Coverage	144,010	150,310	150,060	6,050	4.2%
Operating Reserve	339,495	132,483	457,510	118,015	34.8%
Fixed Assets/Equipment	254,631	439,506	553,131	298,500	117.2%
Capital Projects	338,100	338,100	312,000	(26,100)	(7.7%)
Amortization of Capital Items	720,841	720,841	594,634	(126,207)	(17.5%)
Less: Gaming Concession (50%)	(780,269)	(824,156)	(782,444)	(2,174)	0.3%
Less: In-Terminal Concessions	(4,807,156)	(5,351,226)	(4,814,550)	(7,394)	0.2%
Less: Airline Reimbursements	(415,563)	(632,982)	(570,200)	(154,637)	37.2%
Total Requirement	27,900,282	27,534,219	30,676,411	2,776,129	10.0%
Terminal Square Footage (SF)	171,553	171,553	171,553	-	0.0%
Average SF Terminal Rental Rate	\$ 162.63	\$ 160.50	\$ 178.82	\$ 16.19	10.0%
Signatory Airline Allocated Cost	20,194,900	19,935,517	22,210,500	2,015,600	10.0%
Net Terminal Requirement	20,194,900	19,935,517	22,210,500	2,015,600	10.0%
Signatory Airline Leased SF	124,177	124,209	124,209	32	0.0%
Signatory Airline Terminal Rate SF	\$ 162.63	\$ 160.50	\$ 178.82	\$ 16.19	10.0%

Airline terminal rentals reflect recovery of terminal costs allocated to airline occupied facilities, with total facility costs divided by airline rentable square footage. The average rental rate is calculated by applying the total required cost to operate and maintain terminal facilities, plus debt service, capital improvement projects, and amortization of capital items, minus 50% of Gaming Concession and In-Terminal Concession revenues, divided by the total airline rentable terminal space. The proposed average terminal rental rate is \$178.82, a 10.0% increase from the FY 2025-26 budget. This increase is due to the higher cost to maintain and operate the Terminal building, and an increase in acquisition of fixed assets.

Baggage Handling System (BHS) Fee Calculation

Baggage Handling System	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating Expenses	\$ 2,432,206	\$ 2,432,206	\$ 2,499,421	\$ 67,215	2.8%
Operating Reserve	26,926	10,375	34,365	7,439	27.6%
Capital Projects	-	46,000	150,000	150,000	
Amortization of Capital Items	-	-	327,857	327,857	
Less: TSA Reimbursements	(59,600)	(49,749)	(28,800)	30,800	(51.7%)
Less: Airline Reimbursements	(233,600)	(211,914)	(183,145)	50,455	(21.6%)
Total Requirement	2,165,932	2,226,918	2,799,698	633,766	29.3%
Signatory Airline Bags Processed	1,315,846	1,448,141	1,417,300	101,455	7.7%
Signatory Airline Rate per Bag	\$1.65	\$1.67	\$1.98	\$ 0.33	20.0%
Non-Signatory Airline Rate per Bag	\$ 1.81	\$ 1.81	\$2.17	\$ 0.36	20.0%

The baggage handling fee is meant to recover the operating, maintenance, and capital costs allocated to the BHS cost center, which now includes amortization of capital items. RTAA manages the BHS through a service contract with a specialized vendor for the ongoing maintenance of the system used by the airlines. RTAA establishes a rate per checked piece of luggage based on a net cost recovery formula. The BHS Signatory fee is forecast to be \$1.98 per bag and \$2.17 per bag for Non-Signatory airlines which pay a ten percent premium per the airline agreement. The new rate is a 20.0% increase when compared to the FY 2025-26 budget due to the cost of capital improvements and amortization of capital items.

Revenue Sharing Calculation

Revenue Sharing	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Airline Revenue *	\$ 37,760,230	\$ 38,230,912	\$ 41,628,225	\$ 3,867,995	10.2%
Non-Airline Revenue	60,972,973	60,030,911	60,778,596	(194,377)	(0.3%)
Total Revenue	98,733,203	98,261,823	102,406,822	3,673,619	3.7%
O&M Expense	\$71,856,851	\$71,622,555	\$76,263,185	4,406,334	6.1%
Total Debt Service	1,440,100	1,503,100	5,823,678	4,383,578	304.4%
O&M Reserve Requirement	815,827	314,406	1,076,248	260,420	31.9%
Fixed Asset	\$626,956	\$825,252	\$1,240,293	\$613,337	97.8%
Capital Project	1,907,850	1,494,350	2,193,127	285,277	15.0%
Amort of Capital Items	5,019,514	6,121,020	4,944,645	(74,869)	(1.5%)
Special Fund	546,188	576,909	547,711	1,522	0.3%
General Purpose Fund Requirement	\$3,000,000	\$3,000,000	\$3,000,000	-	0.0%
Renewal and Replacement Deposit	\$0	\$0	\$133,572	133,572	
Interest Income	(\$2,229,100)	(\$2,934,134)	(\$4,585,991)	(2,356,891)	106%
Total Requirement	\$82,984,186	\$82,523,457	90,636,467	7,652,281	9.2%
Funds Remaining	15,749,017	15,738,366	11,770,354	(3,978,662)	(25.3%)
Debt Coverage Ratio	17.09	16.59	4.54	(12.55)	-73.4%
Revenue Share per Enplaned Passenger \$	2.00	2.00	2.00	-	-
Signatory Airline Enplaned Passengers	2,230,247	2,232,678	2,332,429	102,181	4.6%
\$2 per EP Revenue Share	4,460,494	4,465,356	4,664,857	204,363	4.6%
Net Funds Remaining after Rev. Share	11,288,522	11,273,010	7,105,497	(4,183,025)	(37.1%)
Total Airline Revenue Sharing Credit	10,104,755	10,101,861	8,217,606	(1,887,150)	(18.7%)
Amount to RTAA General Purpose Fund	8,644,261	8,636,505	6,552,749	(2,091,513)	(24.2%)
Effective Revenue Share per EP	\$ 4.53	\$ 4.52	\$ 3.52	\$ (1.01)	(22.2%)

* Airline Revenues are adjusted or certain exclusions to Revenue Sharing per AAULA

The revenue share calculation with our Signatory Airlines is based on funds remaining after satisfying the RTAA's financial obligations for the year and the \$3.0 million set aside for the general-purpose fund. The revenue share is distributed monthly on a per enplaned passenger basis to Signatory Airlines and is applied as a credit in the billing process. There are specific debt service coverage (DSC) requirements used in the calculation – a minimum 1.4 DSC must be met before revenue sharing with the airlines; between 1.4 - 1.5 DSC \$2.00 per enplanement will be shared, and above 1.5 the excess revenues are shared 50/50 between RTAA and the Signatory Airlines.

Revenue sharing for FY 2026-27 is expected to be approximately \$3.52 per enplaned passenger, a decrease of \$1.01 or 22.2% compared to the current year. The primary driver is the increase in total debt service expense in FY 2026-27. This increase in debt service is related to the Ticket Hall Expansion and the completion of the new Headquarters (HQ).

Cost Per Enplaned Passenger (CPE) - Calculated as the total rates and charges paid by airlines to operate at RNO, divided by the forecasted number of enplaned passengers. The Signatory CPE is projected at \$13.09, representing an increase of \$2.33, or 21.6%, from the current year's budgeted rate of \$10.76. The primary cause of this increase is the dilutive impact of reduced revenue sharing per enplaned passenger.

Non-Airline Revenues

Non-airline operating revenues in the FY 2026-27 Proposed Budget include concession fees (e.g., gaming, food and beverage, retail, and advertising), parking, ground transportation, rental car operations, reimbursed services, building and land rents, and other rental income. These revenues are projected at \$60.779 million, reflecting a decrease of (\$0.194) million, or (0.3%), from the current budget year driven primarily a decline in parking revenues as customer preferences shift toward TNC service and a reduction in Reno Stead land rents, resulting from revised contract terms with a development tenant. These decreases have been largely offset by increases in ground transportation fees and reimbursed services.

Non-Operating Revenues

The Proposed Budget includes non-operating revenues of \$17.418 million to be received from Passenger Facility Charges (PFCs), investment interest, and aviation gas tax. In the forthcoming fiscal year, PFCs are estimated to increase by approximately \$123,000 or 1.2% from the current year budget. Furthermore, RTAA does not expect to receive any Federal Stimulus funding in FY 2026-27. Interest income is currently projected lower due to the spend down of 2024 bond proceeds.

Budget Category	FY 2025-26	FY 2024-25	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Non-Operating Revenues:					
Passenger Facility Charges	\$ 9,949,128	\$ 9,839,687	\$ 10,072,263	\$ 123,135	1.2%
Federal Stimulus	-	3,679	-	-	
Interest Income	7,681,900	7,681,900	7,022,691	(659,209)	(8.6%)
Other Non-Operating	300,000	300,000	323,400	23,400	7.8%
Total Non-Operating Revenues	17,931,028	17,825,266	17,418,354	(512,674)	(2.9%)

Operations and Maintenance (O&M) Expenses

The Proposed Budget for operating and maintenance (O&M) costs in FY 2026-27 amounts to \$78.278 million, a \$4.373 million or 5.9% increase compared to the FY 2025-26 budget. The table below outlines the RTAA's operating expenses, categorized by major expense groups.

Budget Category	FY 2025-26	FY 2025-26	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating Expenses:					
Personnel Services	\$ 41,590,090	\$ 41,507,590	\$ 44,754,485	\$ 3,164,395	7.6%
Utilities and Communications	4,093,750	3,988,750	\$3,804,800	(288,950)	(7.1%)
Purchased Services	20,617,501	20,877,737	\$22,312,081	1,694,580	8.2%
Materials and Supplies	2,682,427	2,636,120	\$2,845,080	162,653	6.1%
Administrative Expenses	4,921,173	4,696,448	\$4,561,252	(359,921)	(7.3%)
Total Operating Expenses	73,904,941	73,706,645	78,277,698	4,372,757	5.9%

Personnel Services - The Personnel Services category is estimated at \$44.754 million, accounting for 57.2% of the total O&M budget. This includes salaries, wages, and benefits for the RTAA workforce, which comprises 278.5 full-time equivalent (FTE) positions. The Proposed FY 2026-27 personnel Budget shows an increase of \$3.164 million or 7.6% over the FY 2025-26 adopted budget. The Proposed Budget incorporates salary and wage increases aligned with existing bargaining agreements, merit raises for Management and Civil Service Plan (CSP) staff, and

anticipated increases in health insurance and other benefits. Additional increases within the budget include overtime, shift differential, and standby pay. Furthermore, the Proposed Budget introduces 5.5 new positions: one Project Manager in Engineering, one Commercial Property Specialist for Concessions, one Airport Duty Manager, one Network Administrator, one Technician V at Reno-Stead and one Customer Experience Representative elevated from part-time to full-time.

Employee wages and related compensation costs have been adjusted to align with applicable requirements and collective bargaining agreements, including merit and performance-based increases where appropriate. The proposed budget also reflects anticipated contract-related pay adjustments, as well as updates to premium pay items such as overtime, shift differentials, and standby coverage across departments.

Employee benefits, including group health insurance premiums for medical, dental, vision, workers' compensation, and other employer-paid benefits (except retirement contributions) are projected to increase by approximately \$630,000. Health insurance premiums for calendar year (CY) 2026 increased by 20% over CY 2025. We anticipate that premiums will increase an additional 20% for CY 2027.

Retirement benefit rates through Nevada PERS will remain unchanged for FY 2026-27. Total PERS expenses are expected to increase \$635,000 over FY 2025-26.

Utilities and Communications - This expense category includes costs for electricity, water, sewer, natural gas, and telephone and data communications services for RTAA-owned facilities. These costs are estimated to be \$3.805 million, a decrease of (\$289,000) or (7.1%) from the FY 2025-26 budget. This decrease is attributed largely to lower anticipated rates and utilization of natural gas in FY 2025-26. The rates included in the FY 2026-27 Budget reflect current rates and rate projections provided by NV Energy.

The budget allocation for telephone and data communications costs in fiscal year 2026-27 anticipates reduction of (\$145,000) compared to FY 2025-26, which is attributed to renegotiated rates and a reduction in necessary telecommunication services in some departments.

Purchased Services - This expense category accounts for legal and professional services, consulting, and specialized service contracts to maintain and repair mechanical systems and equipment. This category also includes the cost of Airport Rescue Fire Fighting (ARFF) which is now a service provided by the City of Reno. Total Purchased Services costs are estimated at \$22.312 million, an increase of approximately \$1.694 million, or 8.2% from the FY 2025-26 budget.

The proposed budget encompasses several specific allocations:

- \$8,300,000 - Airport Rescue Fire Fighting services provided by the City of Reno (\$606K / 7.9% increase)
- \$2,400,000 - IT Services including data processing, software services, cloud services and subscriptions, technology agreements, investments in AI; (\$40K / 1.6% increase)
- \$1,700,000 - Baggage Handling System service and repair (\$66K / 4.1% increase)

- \$1,200,000 - Outside Properties services including the car rental quick turnaround (QTA) facility (\$34K / 3% increase)
- \$1,000,000 - Building Maintenance includes elevators, deep cleaning services, specialized items (\$85K / 9.1% increase)
- \$940,000 - MoreRNO includes program controls consulting, GTC project management, LCP tracking (\$349K / 59% increase over FY 2025-26)
- \$797,000 - Marketing & Public Affairs includes agency of record, rebranding phase 1, 50th Anniversary event (\$264K / 49% increase)
- \$565,000 - Landside Operations includes parking revenue controls, overflow shuttle service (\$775K / 57.8% savings)
- \$240,000 – Non-Departmental includes \$240,000 for CEO ‘Contingency’ spending on unknown emergency or pop-up expenditures. These funds will only be spent at the written authorization of the CEO.

Materials and Supplies – This category includes estimates to obtain needed supplies and materials, primarily for the Facilities and Maintenance staff, to maintain all RTAA facilities and airfield. The requested budget of \$2.845 million is an increase of \$163,000 or 6.1% from the FY 2025-26 budget.

The budget increase is due primarily increases in Airfield and Building maintenance supplies.

Administrative Expenses – The administrative expenses category is used to account for training, conference registration fees, travel, air service development, airport economic development, conference sponsorship, airport community relations, insurance premiums, and credit card processing fees. The budget estimate for this category of \$4.561 million is a decrease of (\$360,000) or (7.3%) from the FY 2025-26 budget.

Specific allocations in this category include.

- \$1,450,000 - Property & Casualty, Liability, Cyber insurance, CBP expenses (\$310K / 18% savings)
- \$590,000 - Marketing & Public Relations - advertising, promotions, events (\$17K / 3% savings)
- \$648,000 credit card fees (Parking) (\$120K / 16% savings)
- \$277,000 People & Culture - recruitment, organizational training and development, tuition reimbursement (\$73K / 36% increase)

Property, Plant and Equipment

The Property, Plant and Equipment category includes estimated acquisition costs for assets with a useful life exceeding one year and a cost greater than \$5,000. The cost of items greater than \$500,000 are amortized over the estimated useful life of the asset and included in the rate base paid by airline and non-airline revenues.

The total Proposed FY 2026-27 Budget for this category is \$1.24 million, a decrease of \$146,663 or 10.6% from the FY 2025-26 budget. Items included in this category are as follows:

- \$252,500 - Police training simulator (grant funding under consideration)
- \$190,000 - IT equipment renewal
- \$145,180 - Police laptops and mobile network equipment
- \$88,700 - Dump body truck
- \$88,000 - Snow removal equipment
- \$76,500 - Airfield maintenance utility truck
- \$70,000 - Facilities maintenance truck
- \$66,500 - MoreRNO SUV
- \$46,500 - Contracts and Procurement warehouse truck
- \$40,000 - Drone program
- \$36,900 - Access control equipment replacement
- \$30,600 - Bi-directional amplifiers

Debt Service

On September 4, 2024, RTAA issued \$238.260 million of airport revenue bonds to fund the design, preconstruction and the initial construction of NewGEN A&B, CUP and HQ and to refinance \$22.410 million of a non-revolving line of credit obligation for the MoreRNO program.

The FY 2025-26 operating budget includes \$5.824 million debt service related to the expansion of the ticketing hall, the Central Utility Plant and the Police and Administrative Headquarters. Debt service expenses related to the MoreRNO New Gen A&B will be Capitalized as part of the New Gen project and will be amortized beginning at the time of beneficial occupancy.

Capital Improvement Projects

The proposed program of capital improvement projects reflects a total budget of \$250.8 million for 43 projects; including continued funding for the MoreRNO program of projects, including NewGEN, the CUP and HQ.

Budget amounts for these projects only reflect the forecasted expenses in FY 2026-27. The proposed projects are to be funded with federal grants, PFC, airport bonds, and internal funds generated from airline and non-airline revenue sources. For the airline rates and charges calculation, projects with a cost greater than \$500,000 are amortized over the estimated useful life of the asset. Descriptions of the proposed capital projects are as follows:

MoreRNO Projects

- \$144,316,000 - New Concourse B & C (Construction)
- \$48,999,000 - RTAA HQ & Police Station (Construction)
- \$20,412,000 - CUP Construction AMT Bond Only
- \$6,773,000 - Concourse Remodel New Gen B & C (Design)
- \$2,468,000 - New Gen Long Lead Equipment
- \$1,032,000 - CUP FFY25 ATP Grant Funded Civil
- \$711,000 - CUP FFY24 ATP Grant Funded Civil
- \$843,000 - Central Utility Plant (CUP) LLE & Construction

- \$318,000- RTAA HQ & Police Station (Design)
- \$277,000 - South RON

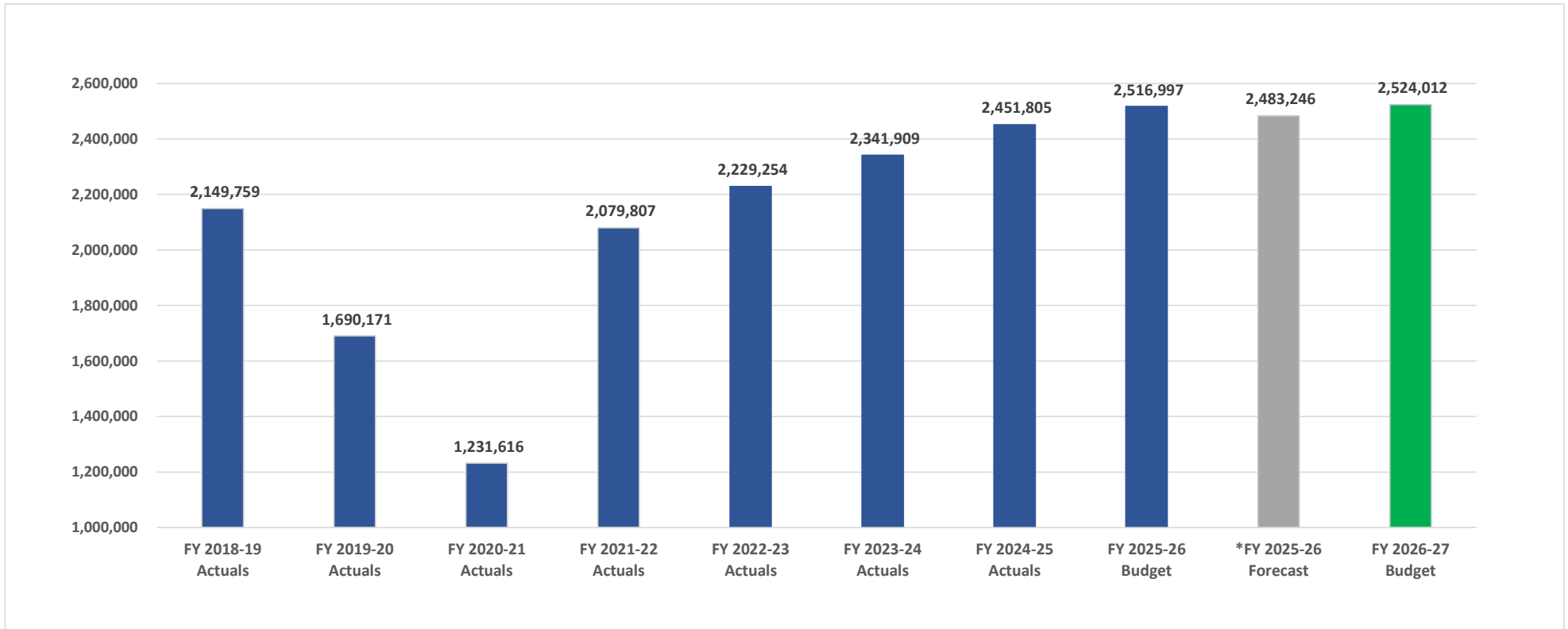
Capital Improvement Program (CIP) Projects

- \$5,726,100 - RTS - Taxiway A and Apron Phase 5 (Construction)
- \$4,790,000 - RTS - Taxiway A and Apron Phase 6 (Construction)
- \$2,430,000 - RTS - Pavement Maintenance Project FY27
- \$1,350,000 - BHS Upper-Level Controls Upgrade
- \$1,284,000 - Airside Pavement Maintenance Project FY27
- \$1,130,000 - RTS - Master Plan Study Update, ALP Update, and GIS Data Collection
- \$1,000,000 - Art Fund MoreRNO (1% fund)
- \$691,000 - RTS - Hangar 5 and 6 Fire Suppression Upgrades
- \$669,000 - Stead Solvent Site
- \$650,000 - 601 S. Rock Building Demolition
- \$621,000 - AFM Storage Roof Replacement
- \$565,000 - North Pad Underground Aircraft Deicing Fluid Collection Tank
- \$500,000 - Post-security Concessions Area (Design)
- \$500,000 - RTS - Contract Tower Site Analysis
- \$460,000 - BHS Rooftop Makeup Air Units Replacement
- \$300,000 - Outside Properties Renewal Program (FY 2027-32)
- \$300,000 - RTS - Environmental Analysis of Contract Tower
- \$185,000 - Main Terminal PA System Replacement
- \$167,000 - Technology and Information Systems Renewal Program (FY 2027-32)
- \$156,000 - Art Consultant Service - Holly Hayden
- \$150,000 - Baggage Handling System Renewal Program (FY 2025-30)
- \$141,800 - RNO Mini Warehouse Storage Unit Demolition
- \$127,000 - Misc. HVAC Equipment Replacement
- \$120,000 - RTS - Airfield Pavement Program (2027-2030) - Stead Allowance
- \$100,000 - Pre-security Concession Refresh (Design)
- \$100,000 - RTS - Taxiway A and Apron Phase 6 (Design)
- \$100,000 - Fire Suppression System for Sound Room & BC South IDF
- \$68,400 - Network Security UPS Replacement
- \$65,000 - RTS - Tower Roof Replacement
- \$60,000 - RTS - Landside Pavement Program (2027-2030) - Stead Allowance
- \$40,000 - Distributed Antenna System Fiber
- \$28,000 - RTS - Runway Vault Roof Replacement

Attached additional budget information:

- Bar Chart Reflecting Enplaned Passengers
- Total Revenues - Operating and Non-Operating
- Operating Revenues - Non-Airline Revenues
- Operations and Maintenance Expenses by Department by Expense Category
- RTAA Organizational Chart and RTAA Listing of Positions by Department

Enplaned Passengers



Reno-Tahoe Airport Authority
 FY 2026-27
 ANNUAL BUDGET
 Total Revenues - Operating and Non-Operating

Total Revenue	FY 2025-26	FY 2024-25	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Operating revenues					
Airline Revenues	\$ 37,760,230	\$ 38,230,912	\$ 41,444,625	\$ 3,684,395	9.8%
Other Operating Revenues	\$ 60,972,973	\$ 60,030,911	60,778,596	(194,377)	(0.3%)
Total Operating Revenues	98,733,203	98,261,823	102,223,222	3,490,019	3.5%
Non-Operating Revenues					
Passenger Facility Charges (PFC)	\$ 9,949,128	\$ 9,839,687	\$ 10,072,263	123,135	1.2%
Customer Facility Charges (CFC)	-	-	-		
Federal Stimulus	-	3,679	-		
Interest Income	7,681,900	7,681,900	7,022,691	(659,209)	(8.6%)
Other Non-Operating Revenues	300,000	300,000	323,400	23,400	7.8%
Total Non-Operating Revenues	17,931,028	17,825,266	17,418,354	(512,674)	(2.9%)
TOTAL REVENUES	116,664,230	116,087,089	119,641,575	2,977,346	2.6%

Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET
Non Airline Operating Revenues

Non-Airline Revenues	FY 2025-26	FY 2024-25	FY 2026-27	Budget to Budget	
	Budget	Forecast	Budget	\$ Change	% Change
Auto Parking	\$ 24,159,100	\$ 23,210,340	\$ 23,506,976	\$ (652,124)	(2.7%)
Ground Transportation	1,648,184	1,677,748	2,082,310	434,126	26.3%
Auto Rental	11,390,443	11,951,932	11,337,861	(52,582)	(0.5%)
Non-Terminal Rents (RNO)	8,956,709	8,592,755	8,909,409	(47,300)	(0.5%)
Reimbursed Services	3,100,895	3,121,563	3,581,843	480,948	15.5%
Food & Beverage	2,298,019	2,368,133	2,296,851	(1,168)	(0.1%)
Gaming Concession	1,560,538	1,648,311	1,564,887	4,349	0.3%
Merchandising Revenue	1,384,349	1,416,454	1,362,966	(21,382)	(1.5%)
Aircraft Fees	1,561,656	1,561,656	1,593,497	31,841	2.0%
Reno Stead Rents	1,346,111	1,134,111	962,985	(383,126)	(28.5%)
Other Terminal Rents	1,261,650	1,230,055	1,222,298	(39,352)	(3.1%)
Advertising	939,789	916,578	973,133	33,344	3.5%
Other Concessions	1,305,529	1,465,513	1,326,080	20,551	1.6%
Miscellaneous	60,000	65,000	57,500	(2,500)	(4.2%)
Total Non-Airline Revenues	60,972,973	60,360,148	60,778,596	(194,377)	(0.3%)

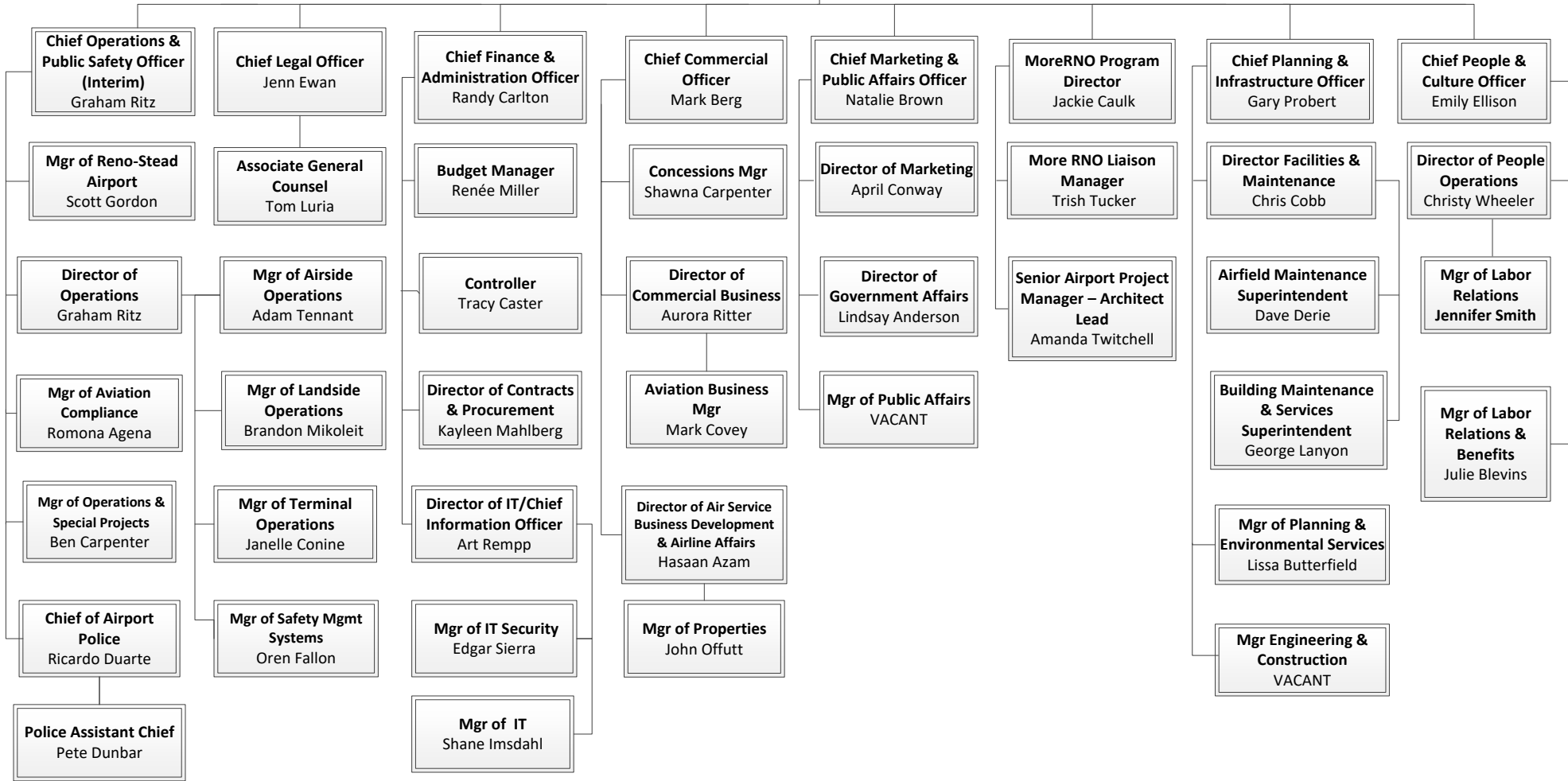
Reno-Tahoe Airport Authority
 FY 2026-27
 ANNUAL BUDGET
 Operating and Maintenance Expenses by Department

Division/Department	Personnel Services	Utilities	Materials & Supplies	Purchased Services	Admin Expenses	TOTAL
Board of Trustees	145,667	-	2,100	1,350	49,200	\$ 198,317
General Counsel	626,552	-	280,000	2,100	48,030	\$ 956,682
President/CEO	713,454	-	150	6,400	114,015	\$ 834,019
Air Service Business Development	454,605	-	234,090	18,750	128,168	\$ 835,613
Marketing and Public Affairs	1,392,396	-	796,230	85,300	682,440	\$ 2,956,366
Airport Economic Development	1,579,405	-	796,602	14,500	101,115	\$ 2,491,622
Outside Properties Budget	209,959	299,750	1,160,057	7,900	26,100	\$ 1,703,766
MoreRNO	597,875	-	938,400	17,100	45,234	\$ 1,598,609
People & Culture	1,652,290	-	112,055	7,010	277,110	\$ 2,048,465
Technology & Info Systems	2,436,637	402,350	2,398,669	127,750	66,940	\$ 5,432,346
Reno Stead Airport	1,191,095	166,700	145,532	170,685	26,000	\$ 1,700,012
Finance	2,198,087	-	503,350	10,700	32,485	\$ 2,744,622
Contracts & Procurement	884,216	-	31,900	24,210	19,950	\$ 960,276
Operations & Public Safety Admin	1,069,262	-	64,000	17,050	82,420	\$ 1,232,732
Airside Operations	1,823,956	-	92,000	17,850	45,900	\$ 1,979,706
Landside Operations	2,525,737	-	565,721	62,110	639,002	\$ 3,792,570
Airport Rescue & Fire	-	-	8,285,605	-	-	\$ 8,285,605
Airport Police	6,102,830	-	135,471	102,300	59,525	\$ 6,400,126
Airport Communications	1,715,039	-	285,927	18,875	35,800	\$ 2,055,641
Aviation Compliance	725,195	-	71,550	49,875	17,000	\$ 863,620
Terminal Operations	2,414,488	-	924,100	52,325	12,550	\$ 3,403,463
Planning & Infrastructure Admin	508,635	-	50,000	3,650	9,915	\$ 572,200
Planning & Environmental	974,095	-	607,700	-	28,155	\$ 1,609,950
Engineering & Construction	1,050,930	-	37,500	1,250	30,982	\$ 1,120,662
Facilities & Maintenance Admin	457,535	-	18,000	20,690	15,775	\$ 512,000
Airfield Maintenance	4,160,845	328,000	151,400	1,170,370	68,000	\$ 5,878,615
Building Maintenance	7,331,838	1,973,000	1,024,133	754,380	28,800	\$ 11,112,151
Baggage Handling System	111,862	635,000	1,680,559	72,000	-	\$ 2,499,421
Non Departmental	(300,000)	-	919,280	8,600	1,870,641	\$ 2,498,521
TOTAL	\$ 44,754,485	\$ 3,804,800	\$ 22,312,081	\$ 2,845,080	\$ 4,561,252	\$ 78,277,698



**Reno-Tahoe
Airport Authority**

**President/CEO
VACANT
(Interim Cris Jensen)**



Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET

Personnel Complement

	Funded FY 2024-25	Funded FY 2025-26	Funded FY 2026-27
Board of Trustees Division			
Board of Trustees *	9.0	9.0	9.0
Total Board of Trustees Division *	9.0	9.0	9.0
President/CEO Division			
President/CEO			
President/CEO	1.0	1.0	1.0
Executive Assistant/Board Assistant	1.0	1.0	1.0
Total President/CEO	2.0	2.0	2.0
General Counsel			
Chief Legal Officer	1.0	1.0	1.0
Associate General Counsel	1.0	1.0	1.0
Total General Counsel	2.0	2.0	2.0
MoreRNO Program			
MoreRNO Program Director	1.0	1.0	1.0
MoreRNO Airport Infrastructure Construction Project Manager	0.0	0.0	1.0
MoreRNO Tenant Liaison Manager	1.0	1.0	1.0
Senior Airport Project Manager – Architect Lead	0.0	1.0	1.0
MoreRNO Program Support Specialist	0.0	1.0	1.0
MoreRNO Program Controls Director	1.0	1.0	0.0
MoreRNO Senior Project Manager	1.0	0.0	0.0
Total MoreRNO	4.0	5.0	5.0
Total President/CEO Division	8.0	9.0	9.0
Marketing & Public Affairs Division			
Director of Marketing	1.0	1.0	1.0
Chief Marketing and Public Affairs Officer	1.0	1.0	1.0
Manager of Public Affairs	1.0	1.0	1.0
Director of Government Affairs	1.0	1.0	1.0
Art Administrator and Marketing Specialist	1.0	1.0	0.0
Public Affairs Specialist	0.0	0.0	1.0
Marketing Coordinator	1.0	1.0	0.0
Marketing Manager	0.0	0.0	1.0
Manager of Community Relations and Cultural Engagement	1.0	1.0	0.0
Marketing Administrative Coordinator	0.0	0.0	1.0
Total Marketing & Public Affairs Division	7.0	7.0	7.0
Commercial Operations Division			
Air Service Development & Properties			
Chief Air Service Development Officer	1.0	0.0	0.0
Director of Air Service & Properties	0.0	0.0	1.0
Manager of Air Service & Cargo Business Development	1.0	1.0	0.0
Air Service Specialist	1.0	1.0	1.0
Manager of Properties	0.0	0.0	1.0
Property Technician	0.0	0.0	2.0
Total Air Service Development & Airline Affairs	3.0	2.0	5.0
Commercial Business			
Chief Commercial Officer	1.0	1.0	1.0
Director of Commercial Business	0.0	1.0	1.0
Manager of Economic Development	1.0	0.0	0.0
Manager of Aeronautical Properties	1.0	1.0	0.0
Concessions Manager	1.0	1.0	1.0

Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET

Personnel Complement

	Funded FY 2024-25	Funded FY 2025-26	Funded FY 2026-27
Aviation Business Program Manager	1.0	0.0	0.0
Aviation Business Manager	0.0	1.0	1.0
Property Specialist II	1.0	1.0	1.0
Property Specialist I	1.0	1.0	2.0
Property Technician	2.0	2.0	0.0
Total Commercial Business	9.0	9.0	7.0
Total Commercial Operations Division	12.0	11.0	12.0
People & Culture Division			
People Operations Assistant	1.0	0.0	0.0
Benefits Coordinator	0.0	1.0	1.0
Chief People Officer	1.0	1.0	1.0
Manager of Labor Relations & Benefits	1.0	1.0	0.0
Labor Relations Manager	0.0	0.0	1.0
Director of People Operations	0.0	1.0	1.0
Manager of People Operations	1.0	0.0	0.0
Organizational Development Specialist	0.0	1.0	1.0
People Business Partner	1.0	0.0	0.0
People Operations Generalist	1.0	0.0	0.0
Talent Acquisition Coordinator	0.0	1.0	1.0
Total People & Culture Division	6.0	6.0	6.0
Finance & Administration Division			
Technology and Information Systems			
Senior Business Analyst	1.0	1.0	1.0
IT Business Analyst	2.0	2.0	2.0
Director of IT/ Chief Information Officer	1.0	1.0	1.0
Manager of Information Technology	1.0	1.0	1.0
Manager of IT Security	1.0	1.0	1.0
Supervisor of IT	1.0	1.0	1.0
Cyber Security Analyst	1.0	1.0	1.0
Service Desk Administrator	1.0	1.0	0.0
Service Desk Administrator II	0.0	0.0	1.0
Network Administrator II	2.0	2.0	2.0
Network Administrator I	1.0	1.0	2.0
Total Technology and Information Systems	12.0	12.0	13.0
Finance & Administration Division Continued			
Finance			
Chief Finance & Administration Officer	1.0	1.0	1.0
Senior Internal Auditor	1.0	1.0	1.0
Manager of Budget	1.0	1.0	1.0
Financial Analyst	2.0	2.0	2.0
Manager of Accounting	1.0	1.0	0.0
Controller	0.0	0.0	1.0
Supervisor of Accounting	0.0	1.0	1.0
Accountant	1.0	0.0	0.0
Payroll Administrator	1.0	1.0	1.0
Accounting Technician - AP	1.0	1.0	1.0
Accounting Technician - AR	1.0	1.0	1.0
Senior Accounting Technician	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0
Total Finance	12.0	12.0	12.0

Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET

Personnel Complement

	Funded FY 2024-25	Funded FY 2025-26	Funded FY 2026-27
Contracts & Procurement			
Director of Contracts & Procurement	1.0	1.0	1.0
Senior Buyer	1.0	1.0	1.0
Buyer	1.0	1.0	1.0
Manager of Supply Services	0.0	0.0	1.0
Materials Management Supervisor	1.0	1.0	0.0
Materials Control Technician	1.0	1.0	1.0
Warehouse Assistant/Driver	1.0	1.0	1.0
Total Contracts & Procurement	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
Total Finance & Administration Division	30.0	30.0	31.0
Operations & Public Safety Division			
Operations & Public Safety Administration			
Chief Operations & Public Safety Officer	1.0	1.0	1.0
Director of Airport Operations	1.0	1.0	1.0
Airport Emergency Management Coordinator	0.0	0.0	1.0
Manager of Operations & Special Projects	0.0	0.0	1.0
Airport Emergency Manager	1.0	0.0	0.0
Total Operations and Public Safety Administration	<u>3.0</u>	<u>2.0</u>	<u>4.0</u>
Airside Operations			
Manager of Airside Operations	1.0	1.0	1.0
Airport Duty Manager	7.0	7.0	8.0
Manager of Safety Management Systems	0.0	1.0	1.0
Total Airside Operations	<u>8.0</u>	<u>9.0</u>	<u>10.0</u>
Landside Operations			
Manager of Landside Operations	1.0	1.0	1.0
Landside Operations Supervisor	2.0	2.0	2.0
Administrative Assistant II	1.0	1.0	1.0
Landside Attendant	13.0	14.0	13.0
Landside Shift Leader	6.0	6.0	6.0
Total Landside Operations	<u>23.0</u>	<u>24.0</u>	<u>23.0</u>
Operations & Public Safety Division Continued			
Airport Fire			
Deputy Chief of Airport Firefighters	0.0	0.0	0.0
Battalion Chief	3.0	0.0	0.0
Fire Captain	6.0	0.0	0.0
Engineer	9.0	0.0	0.0
Fire Fighter	6.0	0.0	0.0
Total Airport Fire	<u>24.0</u>	<u>0.0</u>	<u>0.0</u>
Airport Police			
Chief of Airport Police	1.0	1.0	1.0
Airport Police Assistant Chief	1.0	1.0	1.0
Police Sergeant	4.0	4.0	5.0
Police Officer	18.0	19.0	18.0
Police Compliance Specialist	1.0	1.0	1.0
Total Airport Police	<u>25.0</u>	<u>26.0</u>	<u>26.0</u>

Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET

Personnel Complement

	Funded FY 2024-25	Funded FY 2025-26	Funded FY 2026-27
Airport Communications			
Manager of Airport Communications & Special Projects	1.0	1.0	0.0
Airport Communications Supervisor	1.0	1.0	1.0
Airport Communications Specialist I/II	11.0	11.0	11.0
Total Airport Communications	13.0	13.0	12.0
Aviation Compliance			
Manager of Aviation Compliance	1.0	1.0	1.0
Operations & Public Safety Compliance Coordinator	1.0	0.0	0.0
Aviation Compliance Specialist	0.0	1.0	1.0
Security Compliance Supervisor	1.0	1.0	1.0
Security Compliance Specialist II	0.0	0.0	1.0
Security Compliance Specialist I	1.0	1.0	0.0
Total Aviation Compliance	4.0	4.0	4.0
Terminal Operations			
Airport Operations Specialist	11.0	11.0	11.0
Lead Airport Operations Specialist	4.0	4.0	4.0
Receptionist	1.0	1.0	1.0
Supervisor of Airport Ops	1.0	1.0	1.0
Manager of Terminal Operations	1.0	1.0	1.0
Customer Experience Representatives	1.0	1.0	1.5
Total Terminal Operations	19.0	19.0	19.5
Reno-Stead Airport			
Manager of Reno-Stead Airport	1.0	1.0	1.0
Operations Specialist	1.0	1.0	1.0
Airfield Maintenance Supervisor - Stead	0.0	1.0	1.0
Stead Technician I/II/III/IV	4.0	3.0	3.0
Stead Technician IV	0.0	1.0	1.0
Stead Technician V	1.0	0.0	1.0
Total Reno-Stead Airport	7.0	7.0	8.0
Total Operations & Public Safety Division	126.0	104.0	106.5
Planning & Infrastructure Division			
Planning & Infrastructure Administration			
Chief Planning & Infrastructure Officer	1.0	1.0	1.0
Administrative Assistant III	1.0	1.0	1.0
Total Planning & Infrastructure Administration	2.0	2.0	2.0
Planning & Environmental Services			
Manager of Planning/Environmental Services	1.0	1.0	1.0
Environmental Program Manager	1.5	1.5	1.0
Airport Planner II	2.0	2.0	2.0
Environmental Analyst	0.0	0.0	1.0
Airport Noise Analyst	1.0	1.0	0.0
Total Planning & Environmental Services	5.5	5.5	5.0
Engineering & Construction			
Manager of Engineering & Construction	1.0	1.0	1.0
Capital Improvements & Grant Coordinator	1.0	1.0	1.0
Facilities Project Manager II	1.0	1.0	1.0
Construction Manager	0.0	1.0	1.0
Senior Airport Project Manager	0.0	0.0	1.0

Reno-Tahoe Airport Authority
FY 2026-27
ANNUAL BUDGET

Personnel Complement

	Funded FY 2024-25	Funded FY 2025-26	Funded FY 2026-27
Airport Project Manager II	2.0	1.0	1.0
Total Engineering & Construction	5.0	5.0	6.0
Facilities and Maintenance Administration			
Director of Facilities and Maintenance	1.0	1.0	1.0
Facilities Project Manager	1.0	1.0	1.0
Total Facilities and Maintenance Administration	2.0	2.0	2.0
Airfield Maintenance			
Airfield Maintenance Superintendent	1.0	1.0	1.0
Airfield Maintenance Supervisor	2.0	2.0	2.0
Airfield Technician V	5.0	5.0	5.0
Airfield Equipment Mechanic IV	3.0	3.0	3.0
Airfield Landscape Technician IV	1.0	1.0	1.0
Airfield Electrician Technician IV	2.0	2.0	2.0
Airfield Technician I, II, III, IV	13.0	13.0	13.0
Airfield Automotive Technician III	1.0	1.0	1.0
Airfield Maintenance Specialist	1.0	1.0	1.0
Total Airfield Maintenance	29.0	29.0	29.0
Planning & Infrastructure Division Continued			
Building Maintenance & Services			
Facilities Superintendent	1.0	1.0	1.0
Assistant Facilities Superintendent	1.0	1.0	1.0
Facilities Supervisor	5.0	5.0	5.0
Facilities Maintenance Technician I, II, III, IV	8.0	7.0	8.0
Facilities Jet Bridge Technician IV	2.0	2.0	2.0
Facilities Plumber Technician IV	1.0	1.0	0.0
Facilities Maintenance Technician V	3.0	3.0	3.0
Facilities HVAC Plant Operator V	1.0	1.0	1.0
Facilities HVAC Technician IV	2.0	3.0	4.0
Facilities Electrician Technician IV	3.0	3.0	2.0
Maintenance Scheduler/Planner	1.0	1.0	1.0
Senior Airport Facilities Custodian	2.0	2.0	3.0
Airport Facilities Custodian	32.0	33.0	32.0
Total Building Maintenance & Services	62.0	63.0	63.0
Total Planning & Infrastructure Division	105.5	106.5	107.0
TOTAL AIRPORT (Does not include the appointed Board of Trustees)	294.5	273.5	278.5

* Appointed positions
Frozen / Unfunded positions included in position count

Board Memorandum

05/2026-23

Date: May 21, 2026

Subject: Adoption of Resolution No. 576 amending Resolution No. 573, establishing the Airport Rates and Charges for fiscal year 2026-27 pursuant to the Reno-Tahoe Airport Authority budget for fiscal year 2026-27

Presenter: Renée Miller, Manager of Budgets

BACKGROUND

The Resolution is updated on an annual basis to coincide with the budget process and may be amended during the fiscal year. Rates and charges, such as landing fees, terminal building rents, and fees for the baggage handling system are calculated to recover the estimated cost to operate these facilities as established in the proposed RTAA budget for FY 2026-27.

DISCUSSION

Some of the highlights of the proposed Master Fee Resolution are as follows:

- The signatory landing fee rate is increasing from \$4.39 to \$4.94 per 1,000 lbs. of landed weight. The non-signatory landing fee rate is increasing from \$5.05 to \$5.68 per 1,000 lbs. This rate increase is attributed to an increase in operating expenses in the Airfield cost center in FY 2026-27. These adjustments in landing fees are necessary to meet the proposed budget requirements for funding operating expenses, fixed assets, amortization of capital projects, and capital improvement projects associated with the Airfield cost center.
- Terminal rental rates for the use of RNO terminal facilities are calculated as Conditioned and Unconditioned Space. Ticket Counters, Office, Holdrooms, Baggage Service Office, Operations, Baggage Makeup and Handling, Baggage Claim, and Wheelchair Storage space categories are consolidated into Conditioned Space. Unenclosed Areas and Tug Drives are considered Unconditioned Space. Conditioned Space is increasing from \$172.20 to \$189.33 per square foot per annum (PSFPA) and Unconditioned Space is increasing from \$86.10 to \$94.67 for both signatory and non-signatory airlines. The average terminal rental rate is increasing from \$162.63 to \$178.82 PSFPA. The increase is due to higher Operating & Maintenance expenses for FY 2026-27. Fixed Asset expenses are also increasing in FY 2026-27.
- The Ramp Overnight Fee (RON) is increasing from \$133.00 to \$139.00; this is mainly due to the increase in landing fee rates.

- Baggage Handling System (BHS) fees are increasing from \$1.65 to \$1.98 per bag for signatory airlines and \$1.81 to \$2.17 for non-signatory airlines. The BHS fee is calculated to recover the total cost of operating and maintaining the system. The increase is primarily due to the cost of amortization on two large capital projects for the Baggage Handling System that are included in the FY 2026-27 budget.
- The gate use charge is increasing from \$315.00 to \$346.00 per turn or \$3.00 to \$3.30 per passenger per turn due to the increase in the Conditioned Space rental rate.
- Ticket counter per use fee is increasing from \$47.00 to \$52.00 per counter (two positions). The increase is due to higher terminal rental rates.
- Applicable land and building rents reflect a 3.3% Consumer Price Index (CPI) adjustment based on the increase from March 2025 to March 2026.
- General Aviation (GA) rental rates adjusted annually by CPI are proposed to change based on current contracts. T-hangars reflect an approximately 2.0% increase due to the cap in the T-Hangar Leasing Guidelines. Box hangars and other GA rental rates reflect a 3.3% CPI adjustment.
- Waste disposal fees are increasing from \$7,394 to \$9,093 per month due to higher costs associated with providing the trash removal services. This is based on the previous year's actual expenditures.
- RNO Aircraft Tiedown Rates are increasing from \$100.00 to \$110.00 per aircraft per month due to market rate escalation.
- RNO Airport Warehousing Rates are increasing by \$25.00 per month, new (and previous) monthly rates by unit size are included in the attached resolution.
- RNO Park To Travel enclosed parking spaces are increasing by \$25.00 per month, new (and previous) monthly rates by unit size are included in the attached resolution.
- RNO Park To Travel outside parking rates are increasing from \$10.00 to \$18.00 per day; or from \$60.00 to \$90.00 per week; or from \$95.00 to \$125.00 per month to more closely align with other airport parking rates.
- A new fee for Park to Travel after hours callback has been added to recover the cost of employee response. That fee is \$150.00
- A new lower cost customer parking option has been added at the former 'Purple Lot' that will provide a 'Park and Walk' option at a maximum daily rate of \$16.00 (down from \$18.00).
- TNC drop off rate is increasing from \$2.00 to \$3.00 per drop off.

- The fee for a copy of a police report will increase from \$10.00 to \$12.00 or from \$15.00 to \$18.00 if mailed. The increase is driven by the cost of staff time.
- The fee for a copy of electronic files on flash drives will increase from \$20.00 to \$24.00 to cover the cost of staff time dedicated to copying files.
- A new credit card convenience fee will be added to charge a 3.0% fee on transactions of \$1,000 or greater.
- Special Use Permit fees will increase from \$600.00 to \$800.00 per day for events that do not impact aviation and from \$900.00 to \$1,000.00 per day for activities that impact aviation.
- At RTS, common area maintenance charges are increasing from \$0.23 to \$0.30 per square foot per month. The increase is to align with market rates.

FISCAL IMPACT

The fiscal impact related to Resolution No. 576 is reflected in the proposed FY 2026-27 budget.

STRATEGIC PRIORITIES

Financial Stewardship

COMMITTEE COORDINATION

Finance and Business Development Committee

STAFF RECOMMENDATION

Staff recommends that the Board adopts Resolution No. 576, a Resolution amending Resolution No. 573, a Master Fee Resolution setting forth Airport Rates and Charges for Fiscal Year (FY) 2026-27 pursuant to the Reno-Tahoe Airport Authority's (RTAA) FY 2026-27 Annual Budget.

BACKGROUND

The Airport Act, Chapter 474, states that RTAA may assess and collect fees, rentals, rates, and other charges. RTAA has numerous resolutions, policies, and agreements that set forth rates and fees for the various operators and customers at Reno-Tahoe International Airport (RNO) and Reno-Stead Airport (RTS). The purpose of the Master Fee Resolution ("Resolution") is to provide the Board, staff, and users of the RTAA one document that details most rates, charges, and fees in one place for easy reference.

PROPOSED MOTION

"Move to adopt Resolution No. 576 amending Resolution No. 573 establishing the Airport Rates and Charges for Fiscal Year 2026-27 pursuant to the RTAA's proposed Budget for Fiscal Year 2026-27."

RESOLUTION NO. 576

A RESOLUTION AMENDING RESOLUTION NO. 573, A MASTER FEE RESOLUTION SETTING FORTH AIRPORT RATES AND CHARGES FOR FY 2026-2027

(Note: Changes are in bold)

WHEREAS, Section 10 (10) of SB 198, Chapter 474, Statutes of Nevada 1977 provides that the Reno-Tahoe Airport Authority may charge fees, rentals, rates, and other charges:

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Reno-Tahoe Airport Authority that Resolution Number 573 is amended to set forth a list of master fees for Fiscal Year 2026-2027 for the Reno-Tahoe International Airport (RNO) and the Reno-Stead Airport (RTS).

Rates and charges that are being changed are noted in **bold** with the previous amount in **red**.

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO SIGNATORY RATES AND CHARGES	
Landing Fee	\$4.94 (\$4.39) per 1,000 lbs.
Terminal Conditioned Space	\$189.33 (\$172.20) PSFPA * *Per square foot per annum
Terminal Unconditioned Space	\$94.67 (\$86.10) PSFPA
Baggage Handling System (BHS) Charge	\$1.98 (\$1.65) per bag processed through the Baggage Handling System
RNO NON-SIGNATORY RATES AND CHARGES	
Landing Fee	\$5.68 (\$5.05) per 1,000 lbs.
Terminal Conditioned Space	\$189.33 (\$172.20) PSFPA
Terminal Unconditioned Space	\$94.67 (\$86.10) PSFPA
Baggage Handling System (BHS) Charge	\$2.17 (\$1.81) per bag processed through the Baggage Handling System
Joint Use Baggage Makeup and Handling, Baggage Claim and Tug Drives, Wheelchair Storage	\$3.33 (\$2.80) per Enplaned and Deplaned Passenger
Ticket Counter (Each Counter/ 2 Positions)	\$52.00 (\$47.00) per ticket counter (2 positions) per enplaning operation.

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO NON-SIGNATORY RATES AND CHARGES (Continued)	
Gate Use Charge	The lesser of \$3.30 (\$3.00) per enplaning and deplaning passenger or \$346.00 (\$315.00) per turn. However, the former will only be considered upon airline request and with airline provided specific, per flight passenger totals submitted with the required monthly landing report (10 days after the end of the month).
RNO OTHER AIRLINE CHARGES	
Ramp Overnight Fee (RON)	\$139.00 (\$133.00) per day over 3 hours
Gate Overstay Penalty	\$250.00 per 15-minute period exceeding initial 15 minutes after being directed to tow the aircraft.
Disposal Fees	\$9,093 (\$7,394) monthly
Customs and Border Protection Facility Use Charge	\$4.50 per deplaned international passenger
Passenger Boarding Ramp Equipment Use Fee	\$45.00 per enplaning or deplaning operation excluding scheduled international service.
Incentives for scheduled passenger air and air cargo carriers to increase air service to Reno	Policy guidelines for waiving landing fees and/or Marketing support (other charges) as approved by the Board (for a period of up to two years) under Resolution No. 566 amending updating Policy No. 600-007, on May 23, 2024

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO AIR OPERATIONS AREA (AOA) LAND RENTS	
Improved Land on Air Operations Area (AOA)	\$1.21 (\$1.17) PSFPA
Unimproved Land on Air Operations Area (AOA)	\$0.82 (\$0.79) PSFPA
RNO MISCELLANEOUS AVIATION SERVICES	
Fuel Flowage Fees – Reno/Tahoe International	\$0.07 per gallon
Commercial Aviation Ground Handlers and Support Service Operators	6% of Gross Revenues per the Commercial Aviation Ground Handling and Support Services Operating Agreement.
RNO OTHER TERMINAL RENTS (NON-AIRLINE)	
Ticket Lobby/Office Support Space	\$189.33 (\$172.20) PSFPA
Ticket Lobby/Alcove Space	\$189.33 (\$172.20) PSFPA
Baggage Claim Ground Transportation Facility	\$189.33 (\$172.20) PSFPA
Baggage Claim Ground Transportation Vestibule Counter	\$468.56 (\$453.59) per counter per month \$150.00 per counter per day
Concession Office/Storage/Support Space	\$11.20 (\$10.84) PSFPA
RNO T-HANGAR RATES	
GA East E37-E57	\$490.62 (\$481.00) per unit per month
GA East E1-E36	\$651.78 (\$639.00) per unit per month
T-Hangar Storage Space (GA East)	\$0.387 (\$0.379) per sq. ft. per month
<p>** Per General Aviation T-Hangar Leasing Guidelines adopted on May 18, 2017, and the General Aviation Rent Study (July 23, 2019) adopted by the Board on August 8, 2019, the following will apply to all RNO T-Hangar leases:</p> <ol style="list-style-type: none"> 1. All existing T-Hangar lease rental rates will be adjusted by a comparative rent analysis every five (5) years as well as an annual adjustment between each comparative rent analysis equal to the March CPI-U index, not to exceed 2%. 2. The rental rates for all T-Hangar leases with less than a one-year term and all month-to-month T-Hangar leases will be adjusted by the CPI plus an additional 10% differential. 	
RNO AIRCRAFT TIE-DOWN PARKING RATES	
Aircraft Tie-Down Parking	\$110.00 (\$100.00) per aircraft tie-down position per month

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO BOX HANGAR RATES	
GA West Hangar #2 Hangar #7 Hangar #8	\$0.431 (\$0.418) per sq. ft. per month
GA West Hangar #9 Hangar #10	\$0.537 (\$0.521) per sq. ft. per month
GA West/East Aircraft Apron Parking	\$0.063 (\$0.061) per sq. ft. per month
GA East Hangar - Building B Hangar – Building E Hangar – Building F Hangar – Building G	\$0.537 (\$0.521) per sq. ft. per month
GA East and West Hangar Office	\$0.674 (\$0.654) per sq. ft. per month
RNO VEHICLE PARKING FEES	
Short Term – Garage (1 st floor)	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$36.00
Long Term – Garage (2 nd and 3 rd floors)	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$22.00

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO VEHICLE PARKING FEES (Continued)	
Long Term – Surface Lot	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$18.00
Overflow Parking	Maximum Per Day \$18.00 will be charged per calendar day
Yellow Lot	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$18.00
Blue Lot	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$18.00
Park and Walk Lot (New – formerly overflow Purple Lot)	1 - 10 min Free 11 - 20 min \$1.00 21 - 40 min \$2.00 41 - 60 min \$3.00 \$3.00 Each Additional Hour or Part Thereof up to 6 hours. Between 6 hours and 24 hours the daily maximum will be charged at the Maximum Per Day \$16.00 (\$18.00)
Oversize Vehicle Parking	Charged at the published parking rate multiplied by the number of spaces the vehicle occupies.

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO VEHICLE PARKING FEES (Continued)	
Lost Ticket	A lost ticket will incur an additional fee of \$26.00
Parking Proximity Card Replacement	\$25.00 for each replacement card
Non-Domiciled Flight Crew Parking Tier-1	\$100.00 per month per employee
Non-Domiciled Flight Crew Parking Tier-2	\$50.00 per month per employee
Tenant Employee Parking	\$20.00 per month per employee
FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO GROUND TRANSPORTATION FEES	
Vehicle Registration Fee	\$25.00 minimum annual fee per company, \$5.00 per vehicle over 5 vehicles, maximum \$200.00
New /Lost/ or Replacement Transponder	\$25.00 for license plate version, \$15 for windshield version
Non-domicile Bus (bus with no operating permit)	\$25.00 per trip
Buses (>24 seat capacity)	\$5.00 per trip
Shuttles (24 or fewer seat capacity)	\$3.00 per trip
Scheduled Shuttles	\$2.00 per trip (companies with a minimum 16 trips per day on a set schedule.)
Courtesy Vehicles	\$3.00 per trip
Pay Limousine	\$3.00 per trip
Taxi	\$2.00 per trip
Transportation Network Companies	\$3.00 per pick-up and \$3.00 (\$2.00) per drop-off
Ground Transportation Citation	\$100.00
Commercial Vehicle Overnight Parking	\$10 per space per night
RNO PARKING CITATIONS	
Unattended Vehicle	\$30.00
Front Curb Loading/Unloading	\$25.00
Commercial Loading/Unloading	\$25.00
Parking in Crosswalk	\$30.00
Curb Markings	\$30.00
Failure to Obey Sign	\$30.00
Accessibility Zone	\$250.00
Failure to Obey Officer	\$30.00

RNO OFF-AIRPORT PARKING CONCESSION	
Off-Airport Parking Operator Fee	7% of Gross Revenues
RNO AUTO RENTAL – ON AIRPORT	
Customer Facility Charge	\$11.00 per transaction day on each individual vehicle rental
FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO AUTO RENTAL – ON AIRPORT (Continued)	
Terminal Counter Space	\$189.33 (\$172.20) PSFPA
Terminal Office Space	\$189.33 (\$172.20) PSFPA
Quick Turnaround Lot Premises and Common Area	\$1.748 (\$1.692) PSFPA
Quick Turnaround Building Rent (1/5 th share)	\$68,417.27 (\$66,231.63) annual rent
Ready Parking and Return Parking	\$144.00 Per space per month
Service Facility Building Rent	\$10.907 (\$10.559) PSFPA
Service Facility Land Rent	\$0.989 (\$0.957) PSFPA
RNO AUTO RENTAL – OFF AIRPORT	
Off Airport Rental Cars	10% of gross revenues
RNO PEER-TO-PEER CAR SHARING	
RNO Peer-to-Peer Car Sharing	10% of gross revenues plus daily long-term parking rate for the use of any designated parking stalls
RNO AIRPORT WAREHOUSING	
Storage Unit– 12 ft. X 20 ft.	\$150.00 (\$125.00) per month*
Storage Unit– 12 ft. X 30 ft.	\$175.00 (\$150.00) per month*
Storage Unit– 12 ft. X 30 ft. with Loft	\$200.00 (\$175.00) per month* (\$0.526 (\$0.46) per sq. ft. per month*)
* Subject to promotions and discounts to increase business and lower specific vacancy rates. Month-to-month tenants are subject to individual rent increases at any time.	
Administrative Fee - new rentals (non-refundable)	\$25.00 per new rental
Storage Unit Lock Services – Cutting existing or providing a new lock	\$25.00 per occurrence
Late Fee Charge	\$25.00 if payment not received by 5 th of each month
Returned Check Charge	\$35.00 for all checks returned unpaid
RNO PARK TO TRAVEL	
Outside Parking	\$18.00 (\$10.00) per day \$90.00 (\$60.00) per week \$125.00 (\$95.00) per month

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO PARK TO TRAVEL (Continued)	
Enclosed Parking – 12 ft. X 20 ft.	\$150.00 (\$125.00) per month
Enclosed Parking – 12 ft. X 30 ft.	\$175.00 (\$150.00) per month
Enclosed Parking – 12 ft. X 30 ft. with Loft	\$200.00 (\$175.00) per month
Late Fee Charge	\$25.00 if payment not received by 5 th of each month
Returned Check Charge	\$35.00 for all checks returned unpaid
After Hours Park-to-Travel Call-back Fee (New)	\$150.00 New rate to cover cost of employee response
Administrative Fee - new rentals (non-refundable)	\$25.00 per new rental
RNO MISCELLANEOUS FEES/CHARGES	
Photo Copying	\$1.25 for the first page, \$0.25 for each additional page thereafter. \$10.00 if sent to outside copying service plus cost of copying.
Reimbursement for services/maintenance	Based on level of personnel ranging from \$65.00 to \$125.00 per hour and type of equipment ranging from \$40.00 to \$275.00 per hour
Late Payment Service Charge	Highest rate established from time to time – currently 18% APR; minimum charge of \$5.00
Security ID Badges	Initial Identification Badge \$50.00, excluding Signatory Airlines; Badge renewal \$25.00, including Signatory Airlines; Badge Replacement (Lost/Stolen) \$50.00, including Signatory Airlines and Airport Authority employees; Unreturned badge fee \$150.00 assessed to sponsoring company. CBP Seal Fee \$10.00

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
RNO MISCELLANEOUS FEES/CHARGES (Continued)	
Airport Operations Area ID Badge	Initial Air Operations Area employee/tenant identification badge \$25.00; AOA ID Renewal \$12.50 Per annum
Tenant Fingerprinting	\$75.00 Airport processing fee per employee - original
Tenant Keys and Locks	\$50.00 per key \$100.00 per core \$500.00 per lockset
SIDA/Driver Training Session	\$25.00 per employee
Conference Room Rental	For airport tenants: <ul style="list-style-type: none"> - \$125.00 half day - \$200.00 full day - Free for hiring events. For non-tenants: <ul style="list-style-type: none"> - \$250.00 half day - \$400.00 full day IT Services \$75.00 for setup, then \$75.00 per hour for additional support as requested
Copy of Police Report	\$12.00 (\$10.00) per copy, \$18.00 (\$15.00) if mailed
Copy of Electronic Files on Flash Drive	\$24.00 (\$20.00) per unit Download on flash drive.
Brookside Lot – Remote Parking/Short Term Storage (No Terminal Access)	\$100.00 per day; on-airport RAC discounts may apply if use is due to RTAA request to use a Leased area for customer parking; trailer parking is not to exceed 15 trailers
Credit Card Convenience Fee (New)	3.0% on transactions of \$1,000 or greater
Special Use Permit (i.e. Filming * one-time use of ramp, booths on curb, etc.) * Filming charges included in Media guidelines	\$800.00 (\$600.00) per day for non-aviation impacts; \$1,000.00 (\$900.00) per day for activity that impacts aviation
*** RENO-STEAD AIRPORT (RTS)	
Landing Fees – Bureau of Land Management (BLM)	\$93.00 per landing for aircraft less than or equal to 155,000 lbs.; \$248.00 per landing for aircraft over 155,000 lbs.
Fuel Flowage Fees – RTS	\$0.05 per gallon

FEES/RENTALS/RATES AND OTHER CHARGES	AMOUNT
*** RENO-STEAD AIRPORT (RTS) (Continued)	
Commercial Aviation Operators	3% of gross revenues
Terminal Space Rent	\$1.74 per sq. ft. per month plus \$0.30 (\$0.23) per sq. ft. per month common area maintenance charges
Conference Room Rental	For airport tenants: - \$125.00 half day - \$200.00 full day - \$100.00 cleaning deposit For non-tenants: - \$250.00 half day - \$400.00 full day - \$100.00 cleaning deposit IT Services \$75.00 for setup, then \$75.00 per hour for additional support as requested
Special Use Permit (i.e. filming, one-time use of ramp, etc.)	\$600.00 per day for non-aviation impact; \$900.00 per day for activity that impacts aviation
RTS Gate Key	\$25.00 deposit
Administrative Fee - new rentals (non-refundable)	\$25.00 per new rental
Storage Unit Lock Services – Cutting existing or providing a new lock	\$25.00 per occurrence
Late Fee Charge	\$25.00 if payment not received by 5th of each month
Returned Check Charge	\$35.00 for all checks returned unpaid
Storage Unit- 10 ft. X 20 ft.	\$80.00 per month
Storage Unit- 20 ft. X 20 ft.	\$125.00 per month
Aircraft Ramp Parking- transient aircraft with landed weight of 12,500 lb.	The lesser of \$10.00 per aircraft per day or \$50.00 per aircraft per week

Resolution No. 576 - Master Fees
Fiscal Year 2026-27

On motion by Trustee _____, second by Trustee _____, the foregoing Resolution No. 576 was passed and adopted this 21st day of May 2026, by the following vote of the Board:

AYES: _____

NAYS: _____

ABSENT: _____ ABSTAIN: _____

Chair, Shaun Carey

ATTEST:

Secretary, Joel Grace

Board Memorandum

05/2026-24

Date: May 21, 2026

Subject: Consideration of a three-year collective bargaining agreement between the Reno-Tahoe Airport Authority and the Airport Authority Police Supervisors Protective Association (AAPSPA) for July 1, 2026, through June 30, 2029

Presenter: Christy Wheeler, Director of People Operations

BACKGROUND

The Airport Authority Police Supervisors Association (AAPSPA) bargaining unit represents five (5) Airport Police Sergeants at the Reno-Tahoe Airport Authority. The parties' current agreement was effective July 1, 2023 and expires June 30, 2026. The proposed Agreement will cover working conditions for these employees for the period of July 1, 2026, through June 30, 2029.

DISCUSSION

Bargaining for a successor Agreement began on March 4, 2026. The RTAA and the AAPSPA held a total of five bargaining sessions. The parties were able to reach a final tentative agreement on April 21, 2026, and AAPSPA members ratified the tentative agreement the same day.

The new Agreement includes all the language of the previous Agreement except for the following notable changes:

Compensation & Benefits

- Effective July 1, 2026, the salary "range" structure will be replaced with a "step" structure consisting of 6 steps.
- Advancement to the next step on the salary schedule will occur on the employee's promotional anniversary date based upon receipt of a "Contributor" or above rating on the employee's performance appraisal; merit increases under previous "range" structure occurred July 1st for all employees.
- Effective July 1, 2027, the bottom step of the salary schedule will be eliminated, and a new top step will be added.
- Employee pay will be increased 2.5% on July 1, 2027 and 2.5% on July 1, 2028.
- Added a 3% cap on employee share of future Nevada PERS increases (i.e., if the total increase is greater than 6%).
- Agreed to a one-time ratification bonus of \$4,000 (to be paid in FY 25/26).
- Added specialty pay of 5% of base pay (time spent engaged only) for employees certified and assigned as Rapid Response/SWAT Team Members.
- Removed incentive for POST Supervisor certificate (except for grandfathering of employees currently receiving), added a 1.5% education incentive for an Associate's

degree, and increased education incentive for a Bachelor's degree from 3% to 4%; incentive for a Master's degree remains 5%.

- Increased annual tuition reimbursement from \$1,500 to \$2,500.
- Added a physical agility testing program requiring a minimum of 40% participation for employees who pass to receive a \$1,000 payment.
- Added an overtime minimum of three hours for an employee attending court related to an RTAA matter outside of, or non-adjacent to, their scheduled shift.

Organizational Consistency & Other Changes

- Added implementation of a random drug and alcohol screening program.
- Added that discipline will be removed from the employee's personnel file upon expiration of twelve months (Verbal Reprimand), eighteen months (Written Reprimand), and five years (Unpaid Suspension).
- Added language regarding a request by a promoted employee to voluntarily demote outside of their probationary period, subject to review and approval by the Chief of Police or designee.
- Revised provisions related to Reduction in Force (i.e., layoffs)
 - Added an additional three months of COBRA coverage (for a total of six)
 - Modified the lump sum payment from the existing 100 or 400 hours of pay (depending on whether an employee's length of service exceeded one year) to two (2) weeks' base pay for each year of service
 - Clarified that demotions due to a reduction in force will be selected by classification
- Added provisions related to a line of duty death
 - Added language regarding statutory health insurance coverage for spouse and dependent children if an employee is killed in the line of duty.
 - Added payment of accrued sick leave at base pay and a \$20,000 lump sum to beneficiary if an employee is killed in the line of duty.

A copy of the draft Agreement between the RTAA and the AAPSPA which includes all changes is attached to this memorandum. Language that has been deleted is shown in red strikeout and language that has been added or moved from another section of the agreement is shown in green underline. Changes included "housekeeping" revisions such as updates to job titles and updating terminology of "Sergeant" to "employee" throughout.

FISCAL IMPACT

Transitioning employee pay to a "step" structure effective July 1, 2026, plus the subsequent step progressions that are anticipated to occur in FY 26/27, will cost approximately \$78,318 (includes PERS and other incentive costs calculated as a percentage of pay).

The total estimated cost increase for FY 26/27 is \$89,540. The proposed FY 26/27 budget currently includes funding for these changes.

STRATEGIC PRIORITIES

Safety and Security

People

COMMITTEE COORDINATION

None

STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

PROPOSED MOTION

“Move to authorize the interim President/CEO to execute a three-year collective bargaining agreement between the Reno-Tahoe Airport Authority and the Airport Authority Police Supervisors Protective Association (AAPSPA) for July 1, 2026 through June 30, 2029.”

AGREEMENT
between
**AIRPORT AUTHORITY POLICE SUPERVISORS
PROTECTIVE ASSOCIATION**
and
RENO-TAHOE AIRPORT AUTHORITY

Fiscal Years ~~2023 - 2024, 2024 - 2025 and 2025 - 2026~~
2026 - 2027, 2027 - 2028 and 2028 - 2029

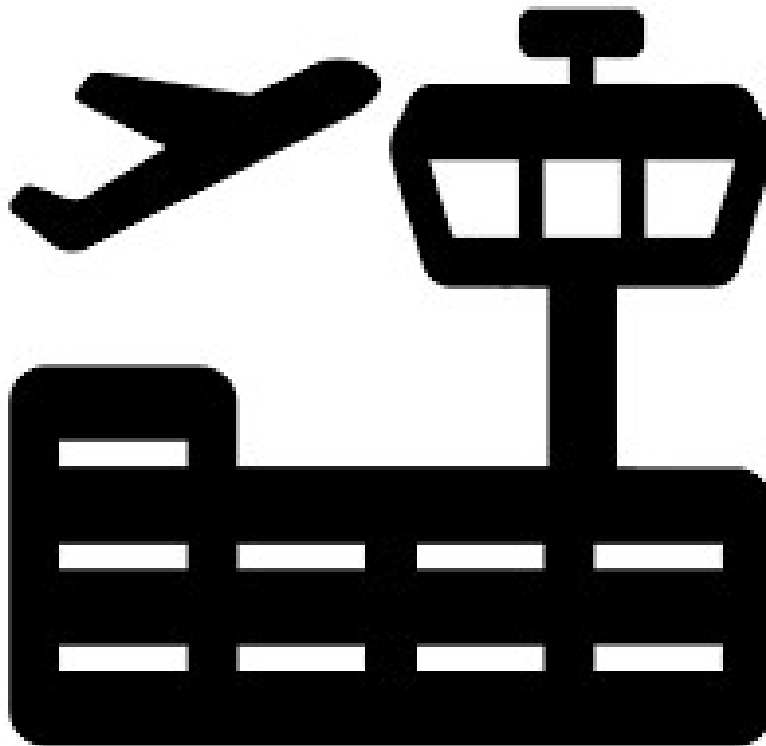


Table of Contents

<u>Article</u>	<u>Page</u>
ARTICLE 1 - DEFINITIONS.....	4
ARTICLE 2 - INTENT.....	6
ARTICLE 3 - RECOGNITION	7
ARTICLE 4 - MANAGEMENT RIGHTS.....	8
ARTICLE 5 - NO STRIKE CLAUSE.....	9
ARTICLE 6 – NON-DISCRIMINATION.....	10
ARTICLE 7 - CREATE NEW POSITIONS / DIMINISH RESPONSIBILITIES.....	11
ARTICLE 8 - DUES DEDUCTION.....	12
ARTICLE 9 - AAPSPA ACTIVITIES.....	13
ARTICLE 10 - PROBATIONARY EMPLOYEES.....	14
ARTICLE 11 - REDUCTION IN FORCE / LAYOFF.....	15
ARTICLE 12 - GRIEVANCE PROCEDURE	17
ARTICLE 13 - COUNSELING AND DISCIPLINE	22
ARTICLE 14 - INVOLUNTARY TERMINATION	24
ARTICLE 15 - ACCESS TO PERSONNEL RECORDS.....	26
ARTICLE 16 - SAFETY COMMITTEE	27
ARTICLE 17 - UNIFORMS.....	28
ARTICLE 18 - WELLNESS.....	29
Physical Fitness	29
Employee Assistance Program.....	29
Hearing Tests	29
ARTICLE 19 - COMMUNICABLE DISEASES	30
ARTICLE 20 - ON THE JOB INJURY	31
ARTICLE 21 - HOURS OF WORK	32
ARTICLE 22 - SHIFT BIDDING	33
ARTICLE 23 - LEAVES OF ABSENCE	34
Vacation Leave	34
Sick Leave.....	35
Family Medical Leave Act (FMLA) Leave.....	36
Military Leave	36
Bereavement Leave	36
Jury Duty	37
Court Leave.....	37
Leaves of Absence Without Pay	37

<u>Article</u>	<u>Page</u>
ARTICLE 24 - COMPENSATION	40
Salary Range <u>Schedule</u> Changes.....	40
New Hire Salaries	40
Merit <u>Step</u> Increases.....	40
Overtime.....	41
Compensatory Time.....	42
On-Call Duty	42
Call Back.....	43
Pyramiding.....	43
Shift Differential.....	43
<u>Court Subpoenas</u>	
<u>Overnight Travel</u>	
<u>Time Card Changes</u>	
<u>Daylight Savings Time</u>	
<u>Ratification Bonus</u>	
ARTICLE 25 - HOLIDAYS	44
ARTICLE 26 - GROUP INSURANCE	46
ARTICLE 27 - OUT OF CLASS ASSIGNMENT	48
ARTICLE 28 - EDUCATION & DEVELOPMENT	49
Tuition Reimbursement.....	43
Education & POST Incentives.....	43
<u>Bilingual Pay Incentive</u>	<u>43</u>
ARTICLE 29 - RETIREMENT	51
ARTICLE 30 - POST EMPLOYMENT HEALTH PLAN	52
ARTICLE 31 - MISCELLANEOUS BENEFITS	53
ARTICLE 32 - LEGAL REPRESENTATION	54
ARTICLE 33 - SECONDARY EMPLOYMENT	55
ARTICLE 34 - FITNESS FOR DUTY/ALCOHOL/DRUG & CONTROLLED SUBSTANCE USAGE ..	56
ARTICLE 35 - SPECIAL ASSIGNMENTS	60
ARTICLE 36 - LONGEVITY PAY	61
ARTICLE 37 - CONSOLIDATION	62
ARTICLE 38 - SAVINGS CLAUSE	63
ARTICLE 39 - DURATION OF THE AGREEMENT	64
APPENDIX 1 - SALARY SCHEDULE	65
APPENDIX 2 – <u>COVERED CLASSIFICATION(S)</u>	
<u>APPENDIX 3 - SIDE LETTERS</u>	66

ARTICLE 1 - DEFINITIONS

AAPSPA: For purposes of this Agreement, Airport Authority Police Supervisors Protective Association.

Base Rate of Pay: The amount of pay the ~~Sergeant~~employee is designated to receive for their ~~Sergeant's~~ job classification, excluding any additional types of pay.

Benefits: As defined in this Agreement shall mean: unemployment contribution, Workers' Compensation insurance, annual (vacation) leave, sick leave, Public Employees Retirement System contribution, holidays, health insurance, vision insurance, dental insurance, tuition reimbursement, Life Insurance, Additional Death and Dismemberment insurance, and Long Term Disability (All benefits are subject to any limitations, reductions or exclusions based on the terms and conditions of this Agreement and insurance company policies in effect at the time benefits are disbursed).

Excused Absence: An absence before which an ~~an~~ Sergeant-employee notifies their ~~S~~supervisor/manager ~~(or appropriate authority)~~ and for which the ~~S~~supervisor/manager grants permission to the ~~Sergeant~~employee to be absent.

Insubordination: Failure to follow or carry out any reasonable order by management or a management representative, including refusal to work on jobs assigned by the ~~S~~supervisor which are consistent with RTAA Police department job duties.

Manager: Any ~~Captain or Chief~~ or Assistant Chief, ~~other than a first-line supervisor.~~

Members: For purposes of this Agreement, members of the Airport Authority Police Supervisors Protective Association.

Operational Necessity: A modification to the approved shift schedule by the Chief of Police or their designee for the purposes of maintaining continuity and efficient operations. Examples of situations where a modification may occur are: emergencies/disasters, either man made or natural; training needs; discipline. The duration of the modification will be determined by the Chief of Police or their designee.

Position: A specific office or employment, whether occupied or vacant, carrying certain duties by an individual.

President/CEO: The Chief Executive Officer of the RTAA. As used herein, includes any Department Director or Chief Officer to whom the President/CEO may from time-to-time explicitly or implicitly delegate the authority conferred by Section 29, Chapter 474, Statutes of Nevada, as amended.

Probationary Employee: An employee who is undergoing a working test period during which the employee is required to demonstrate their ability to carry out the duties for the position to which appointed, transferred, or promoted. In the case of ~~Sergeants~~

employees, this period normally lasts for 12 months.

Seniority: Seniority will be based on the date of promotion ~~to the level of a Sergeant.~~

Sergeant: A Police Officer's assigned first-line ~~S~~supervisor.

Unexcused Absence: Defined as the ~~Sergeant~~employee not notifying their immediate ~~S~~supervisor (or appropriate authority) of a planned absence or failing to obtain the required permission for an absence, or both.

ARTICLE 2 - INTENT

WHEREAS, the RTAA is a body corporate and politic, and a quasi-municipal corporation established to provide services to the public and must remain open and operational at all times, and is the owner and operator of Reno-Tahoe International Airport and Reno Stead Airport (hereinafter collectively referred to as "RTAA"); and

WHEREAS, the AAPSPA is the exclusive representative of all ~~Sergeants~~employees covered by this Agreement pursuant to NRS 288: and

WHEREAS, the parties desire to assure sound and mutually beneficial economic and employment relations between the parties hereto; to provide a respectful, orderly and peaceful means of conducting negotiations, exchanging communications and points of view, and have as their purpose the promotion of a responsible, mutually co-operative labor relations policy and the establishment of procedures to orderly and equitably resolve misunderstandings, grievances and complaints;; and

WHEREAS, it is the desire and intent of the RTAA and the AAPSPA to enter into an Agreement which shall reflect the requirements and intent of Chapter 288 of the Nevada Revised Statutes and all other applicable laws.

WHEREAS, the RTAA encourages promoting employees into supervisory ranks or higher. However, all promotions are at the sole discretion of the RTAA. RTAA's encouragement of promoting from within this bargaining group does not alter management rights under Article 4, nor does it make promotions or hiring a mandatory subject of negotiation.

ARTICLE 3 – RECOGNITION

- A. In accordance with the provisions of NRS 288, the RTAA hereby recognizes the AAPSPA as the exclusive collective bargaining agent for all ~~Sergeants~~ employees employed by the RTAA in the job classification ~~of Police Sergeant~~ listed in Appendix 2. This recognition is granted for the period during which the AAPSPA qualifies as the exclusive representative of those ~~supervisors~~ employees under the provisions of NRS 288.
- B. Employees primarily function within the jurisdictional boundaries of 2001 E. Plumb Lane and properties butting up to (referred to as “the Airport”). Should staffing levels permit, and as approved by the Chief of Airport Police or their designee, employees may respond to RTAA properties outside of “the Airport”, which includes the Reno-Stead Airport.

ARTICLE 4 - MANAGEMENT RIGHTS

- A. Pursuant to NRS 288.150, the RTAA has the right and is entitled without negotiation to:
1. Hire, direct, promote, transfer, or assign an employee, ~~Sergeant~~, but excluding the right to assign or transfer an employee ~~Sergeant~~ as a form of discipline.
 2. Suspend, demote, discharge, or take other disciplinary action against any employee ~~Sergeant~~ for just cause.
 3. The right to reduce in force or lay off any employee ~~Sergeant~~ because of lack of work or lack of funds, subject to NRS 288.150.2. (v).
 4. Determine appropriate staffing levels, work performance standards, the content of the workday, and workload factors except for safety considerations.
 5. Determine the quality and quantity of services to be offered to the public and the means and methods of offering those services.
 6. Ensure the safety of the public.
 7. Reopen this collective bargaining agreement for additional, further, new, or supplementary negotiations relating to compensation or monetary benefits during a period of fiscal emergency.

For the purposes of this section, a fiscal emergency shall be deemed to exist if the amount of revenue received by the RTAA during the last preceding fiscal year from all sources, except any nonrecurring source, declined by 5% or more in the current fiscal year from the amount of revenue received from all sources, except any nonrecurring source.

8. NRS 288 recognizes and declares the ultimate right and responsibility of the RTAA to manage its operation in the most efficient manner consistent with the best interests of members of the public and its employees.
9. Notwithstanding the provisions of any collective bargaining agreement negotiated pursuant to NRS 288, the RTAA is entitled to take whatever actions may be necessary to carry out its responsibilities in situations of emergency, such as riot, military action, natural disaster, or civil disorder. These actions may include suspension of any collective bargaining agreement for the duration of the emergency. Any action taken under NRS 288.150(5) must not be construed as a failure to negotiate in good faith.

ARTICLE 5 - NO STRIKE CLAUSE

- A. The AAPSPA, its agent and its membership, individually and collectively, will not promote, sponsor or engage in any strike against the RTAA, slow down, or interruption of operations, concentrated stoppage of work, absence for work upon any pretext or excuse such as illness, which is not founded in fact; or any other intentional interruption of the operations of the RTAA, regardless of the reason for so doing, and will use its best efforts to induce all employees ~~Sergeants~~ covered by this Agreement to comply with this pledge.

- B. The RTAA will not lock out any ~~members~~ employees during the term of this Agreement as a result of a labor dispute with the AAPSPA.

ARTICLE 6 - NON-DISCRIMINATION

- A. The parties agree to abide by and to be bound by all applicable provisions of the Nevada Revised Statutes, Chapter 288 including subsection 288.270, as from time to time amended.
- B. In accordance with applicable laws, no ~~Sergeant~~employee shall be unlawfully discriminated against by either the RTAA or the AAPSPA because of lawful AAPSPA activities or based on any state or federally protected category. Any complaint alleging a violation of any state or federally protected category may be submitted to People Operations and/or to the appropriate administrative agencies having responsibility for enforcing state or federal laws governing non-discrimination in employment. Discrimination complaints of any state or federally protected category are not subject to the grievance procedure in this Agreement.
- C. Any complaint alleging unlawful discrimination due to lawful AAPSPA activities may be submitted for processing through the grievance procedure in this Agreement.

ARTICLE 7 – CREATE NEW POSITION OR DIMINSH RESPONSIBILITIES

Prior to the decision of the RTAA to create any new position or utilize any existing positions to supplant or diminish the responsibilities of the ~~Sergeant~~employee, the RTAA will meet and consult with the AAPSPA regarding the impact of such actions.

ARTICLE 8 - DUES DEDUCTION

- A. Upon receipt of a written authorization from each ~~Sergeant~~ employee so desiring, the RTAA shall make payroll deductions in an amount sufficient to provide the payment of regular dues established by the AAPSPA. Upon receipt of the written authorization referenced above, the RTAA will begin dues deductions in a timely manner, but not later than thirty (30) calendar days from receipt of such authorization. The AAPSPA shall give the RTAA thirty (30) calendar days written notice prior to any change of dues.
- B. The RTAA will abide by the AAPSPA Bylaws regarding enrollment and withdrawal periods for dues deductions.
- C. The AAPSPA shall indemnify and hold the RTAA harmless against any and all claims, demands, suits and all other forms of liability which shall arise out of or by reason of action taken or not taken by the RTAA under the provisions of this Article and at the request of the AAPSPA pursuant to this Article.

ARTICLE 9 - AAPSPA ACTIVITIES

- A. The RTAA shall allow up to one hundred (100) hours collectively a fiscal year with pay for duly elected AAPSPA Officers of the Board to conduct AAPSPA related business. The ~~Sergeant~~ employee will provide a minimum of 24 hours prior notification, in writing, to their Manager when it is necessary to attend to AAPSPA activities. It is understood that release time is subject to Manager approval and RTAA Police Department scheduling requirements.

AAPSPA Officers of the Board may only use AAPSPA business leave during regularly scheduled work hours and will not receive compensation when performing any AAPSPA related business outside of regularly scheduled work hours nor will this time count against the yearly AAPSPA leave bank. The AAPSPA will notify the RTAA, in writing, of current AAPSPA Officers of the Board within thirty (30) days after elections or as changes occur.

- B. The RTAA agrees to allow AAPSPA meetings to be held on RTAA property with prior approval from the Chief of Police or designee. Meetings shall not exceed one and one half (1.5) hour's duration. ~~Sergeants~~ Employees shall not receive any compensation for meetings held beyond their regularly scheduled work hours. Based on operational needs, ~~Sergeants~~ employees may be called out of these meetings to perform duties as assigned.
- C. From time to time RTAA management may request a meeting with the duly elected Officers of the Board of AAPSPA. There shall be no loss of pay for any AAPSPA members involved in these meetings, this meeting time shall not be deducted from the allowance stated in Section A, above, and shall be mutually agreed upon.
- D. ~~Sergeants~~ Employees who are parties of interest and/or witnesses in matters relating to ~~Sergeant~~ employee grievance hearings or meetings, ~~Sergeant~~ employee disciplinary meetings, and ~~Sergeant~~ employee termination meetings may be required to attend meetings with RTAA management. ~~Sergeants~~ Employees will be compensated for any time spent in these meetings.
- E. Three (3) members designated by the AAPSPA shall be allowed to attend all collective bargaining sessions with pay as approved by both the RTAA and AAPSPA.
- F. The AAPSPA will be allowed a bulletin board and a file cabinet to be located in a common area of the Police department. These items may be used to store, post and view related news and issues; however, no materials may be posted which are obscene, defamatory, or impair the operation of the department.
- G. Employees shall be responsible for properly utilizing the electronic timekeeping system to accurately reflect the utilization of these hours, including documentation in the electronic timekeeping system as to general AAPSPA activities performed.

ARTICLE 10 - PROBATIONARY EMPLOYEES

- A. Probationary employees are covered under the terms of this Agreement immediately and may be represented by the AAPSPA in all actions, except as provided in Section E, below.
- B. Employees hired from outside the RTAA or from the RTAA Police Department, will undergo a 12-month probationary period. Probationary periods may be extended in situations where the employee is absent from the workplace for 4 weeks or more during this 12-month period.
- C. During the probationary period, the ~~Sergeant's~~ employee's Manager will evaluate the ~~Sergeant~~ employee at 3 and 6 months to assess the performance of the employee. A written record of the evaluation will be signed by the employee and placed in the employee's personnel file.
- D. An promoted employee ~~promoted into the Police Sergeant position~~ may elect to return to their former RTAA Police ~~Officer~~ position within the 12-month probationary period. A request by an employee to return to their former RTAA Police position outside the 12-month probationary period may be permitted subject to review and approval by the Chief of Police or designee. The employee will be entitled to the same pay, benefits and seniority they would have been entitled to absent the promotion.
- E. Should the Chief of Police determine that a promoted or an outside hire is unsuitable to perform the duties of their ~~Police Sergeant~~ position within the 12-month probationary period, the employee will be returned to their former RTAA Police ~~Officer~~ position or if an outside hire, the ~~Sergeant~~ employee will be terminated. This decision will not be subject to the Grievance Procedure.

ARTICLE 11 - REDUCTION IN FORCE/LAYOFF

- A. All layoffs will be carried out in strict compliance with applicable laws and regulations.
- B. Prior to implementation of any layoffs, the RTAA agrees to meet with the AAPSPA to discuss and consider the AAPSPA's recommended alternatives to any layoff. Such alternatives may include, for example, but are not limited to: readjustment of personnel through transfer to other positions, reduction in workweek, leave of absence, voluntary layoff, job sharing and/or other methods of staffing which may minimize mandatory layoffs.
- C. The RTAA can decide to reduce the number of positions covered under the jurisdiction of this Agreement due to lack of work or lack of funds pursuant to NRS 288.150. If a this decision is made to reduce a Sergeant position, the Sergeant employee with the least seniority in that designated classification will be demoted back to their previously held RTAA position. For example, as a Sergeant that was promoted from Police Officer will be demoted back to their previous Airport Police Officer position. Alternatively, if the least senior Sergeant employee was hired as a Sergeant into their position from outside the RTAA, they will be laid off.
- D. The RTAA will notify the AAPSPA of any proposed reduction in force/layoff at least five (5) working days prior to the official notification of Sergeant employees affected thereby. Such notification will include the reasons for the layoffs and the number of positions affected. The AAPSPA will then make its views and recommendations known to the RTAA regarding the implementation of such proposed layoffs. It is incumbent upon the AAPSPA to keep all information related to the reduction in force/layoff confidential until the RTAA gives notice to the affected Sergeant employee(s).
- E. The RTAA shall give Sergeant employees affected ninety (90) days prior written notice of demotion/layoff.
- F. The RTAA will cooperate with any Sergeant employee who is laid off as a result of a reduction in force/layoff and the State Employment Service (or equivalent agency) in determining the rights to be afforded such Sergeant employee and will inform such Sergeant employee of the method and procedures to follow in applying for any available benefits.
- G. Any Sergeant employee separated from service by reduction in force/layoff shall receive:
1. Payment of three-six (36) months of COBRA coverage for existing medical, dental, and vision insurance for the Sergeant employee and their dependents already covered by the plan on the date of reduction in force/layoff.

2. ~~A lump sum payment of 100 hours of pay if the Sergeant's total length of service with the RTAA is less than 1 year or 400 hours of pay if the Sergeant's total length of service with the RTAA is 1 year or more.~~ A lump sum payment equal to two (2) weeks' base pay for each year of service. Any partial year of service will be prorated at the same rate.
 3. All accrued vacation time as a lump sum payment.
 4. All eligible education reimbursement for those ~~Sergeant~~-employees currently enrolled in an approved education reimbursement class.
 5. Any ~~Sergeant~~-employee separated from service by reduction in force/layoff shall be responsible for all applicable taxes associated with payments referenced in this paragraph, sections 2 through 4.
- H. The People Operations department shall maintain a re-promotion/rehire list consisting of names of ~~Sergeant~~-employees, in order of seniority, who have been demoted/separated from service by layoff.
1. No new ~~Sergeant~~-employee shall be promoted/hired into that position until the last demoted/laid off ~~Sergeant~~-employee has been given an opportunity to be re-promoted/-return to work.
 2. An ~~Sergeant~~-employee called to return to work will have one week from the date of the notification to accept rehire and will then need to start within twenty (20) calendar days of acceptance.
 3. If the most senior laid off ~~Sergeant~~-employee declines re-promotion/rehire, that individual will be removed from the re-promotion/rehire eligibility list and the next senior ~~Sergeant~~-employee will be contacted following the same procedure as in 2, above.
 4. If all demoted/laid off ~~Sergeant~~-employees decline re-promotion/rehire, the recruitment may be opened to any qualified candidate.

ARTICLE 12 - GRIEVANCE PROCEDURE

The purpose of the Grievance Procedure shall be to settle all grievances between the RTAA and AAPSPA or any individual ~~member~~-employee as quickly as possible to ensure efficiency and promote employee morale.

- A. **Definition of Grievance:** For purposes of this Agreement, a grievance is defined as a written and filed dispute between AAPSPA, on behalf of an employee covered by the collective bargaining agreement, and the RTAA over the interpretation and/or application of the expressed terms of this Agreement or a dispute over the issuance of discipline as defined herein.

A grievance shall not be defined to include any matter or action taken by the RTAA or its representatives for which the Nevada Equal Rights Commission has jurisdiction, or any matter specifically excluded from grievance and arbitration by other provisions of this Agreement. Disputes specifically excluded from the grievance procedures in other Articles of this Agreement shall not be construed as to be within the purview of this Article.

- B. **Intention to Resolve Issues at Lowest Level.** In the spirit of maintaining harmonious and cooperative relations, the parties agree they are committed to resolving disputes at the lowest level possible. Toward this end, AAPSPA will notify the Chief of Police or their designee, as appropriate, of any dispute to allow these individuals an opportunity to informally resolve matters prior to an official grievance being filed by AAPSPA. AAPSPA must bring the dispute to the Chief of Police or their designee within ten (10) days of knowledge of the occurrence causing the dispute.

AAPSPA recognizes that the ~~operations commander~~ Assistant Chief of Police does not have the authority to overturn any discipline handed down by the Chief of Police, policy directives or long-standing practices approved by the Chief of Police and any attempts to resolve such grievances informally must begin with the Chief of Police.

The Chief of Police or their designee shall arrange for a meeting or meetings with the AAPSPA President or designee (or with an individual ~~member~~ employee) to review any investigations or facts relevant to the matter. If no investigation has taken place, discussions will be held to determine if an investigation should be initiated to resolve the matter. Additional attendees at the initial meeting with the Chief of Police or their designee shall be indicated in writing and the grieved party may or may not be in attendance, but in all cases the AAPSPA President or designee shall attend.

- C. **Time Limits for Filing a Formal Grievance.** For the purpose of this Article, a "day" is defined as any calendar day except Saturdays, Sundays, or holidays. If mutually agreed, either party may request, in writing, a waiver of the time limits set forth in this Article at any step of the grievance process. A grievance shall be considered abandoned if not filed and processed by AAPSPA on behalf of the

employee(s) in accordance with the time limitations indicated in this Article. Any failure on the part of the RTAA or its representatives to respond to a grievance in accordance with the time limits set forth in this Article shall result in the grievance advancing to the next step of the procedure as indicated in this Article.

- D. **Full Disclosure.** For the purpose of resolving grievances at the earliest possible point in time, both parties shall make full disclosure of the facts and evidence which bear on the grievance, including but not limited to furnishing copies of evidence, documents, reports, written statements, and witnesses relied upon to support the basis of actions taken.

With respect to non-discipline grievances, both parties agree to share a summary of such facts and evidence at least one (1) day prior to the meeting indicated in Step 1 of the grievance process, below.

With respect to discipline grievances, the RTAA and its representatives shall comply with the provisions of Nevada law, including, but not limited to NRS 289, in providing AAPSPA and/or its ~~members~~ employee with documentation relating to the charges and findings. An arbitrator shall not consider any evidence from a party who willfully failed to produce such evidence in support of their position. Information obtained from conducting a Title VII investigation is exempt from this provision.

- E. **Documentation of a Formal Grievance.** A grievance must be reduced to writing and submitted by the AAPSPA or an individual employee to the individual indicated in each step of the grievance procedure. That individual shall sign the grievance, indicating the time and date received, and provide a copy of the grievance to the member submitting the grievance.

The written grievance must include: 1) a list of the article(s) allegedly violated, 2) a statement of the facts causing the alleged violation(s) and 3) the remedy(s) to resolve the grievance.

If AAPSPA elects not to pursue a grievance, an individual ~~member~~ employee may choose to pursue their own grievance. Under these circumstances, the individual ~~member~~ employee may only pursue the grievance through Step 3, as AAPSPA is the only party with the authority to advance a grievance to mediation or arbitration. An individual ~~member~~ employee pursuing their own grievance must still observe all time frames as indicated in this Article.

- F. **Procedure for Grievances Submission:** If the Chief of Police or their designee are unable to informally resolve the dispute, all grievances shall be resolved exclusively in the following manner:

Step 1 – Chief’s Hearing

Within ten (10) days of notification to AAPSPA that the dispute cannot be resolved informally, AAPSPA may submit a signed, written grievance to the Chief of Police or designee, as indicated in section D, above.

The Chief of Police or designee may make a decision on the grievance based on information already obtained through the informal process or may request an evidentiary/fact finding hearing. If a hearing is requested, it will be scheduled within ten (10) days of receipt of the grievance. The hearing shall include at least one representative from the Airport Police Department management team, an individual from the People Operations department, as well as any other RTAA representative the Chief of Police or designee deems necessary. AAPSPA shall be represented by the AAPSPA President or designee, the grieved party (if an individual), and outside counsel, if requested.

Evidence, facts, and witness statements offered will be narrowly related to the allegations in the grievance. Any statements offered which are proven to be false or simply malicious in nature or any evidence that has been tampered with or altered in anyway shall be considered for possible disciplinary proceedings.

The Chief of Police or designee shall respond to the grievance, in writing via email, to the AAPSPA President or designee (or an individual ~~member~~ employee pursuing their own grievance) within ten (10) days of receipt of the grievance or upon completion of the evidentiary/fact finding hearing, if held. If the Chief of Police or designee fails to respond within this time limit, the grievance shall automatically move to Step 2.

Step 2 – Chief Operations & Public Safety Officer’s Hearing

If a mutually satisfactory settlement cannot be reached at Step 1, within ten (10) days from the receipt of the written response from the Chief of Police or designee, the AAPSPA President or designee (or an individual ~~member~~ employee pursuing their own grievance) may submit the grievance to Step 2 by presenting the grievance, in writing, to the ~~Manager of Labor Relations & Benefits~~ Labor Relations Manager.

The Chief Operations & Public Safety Officer or designee may make a decision on the grievance based on information already obtained through the grievance process or may request an evidentiary/fact finding hearing. If a hearing is requested, it will be scheduled within ten (10) days of receipt of the grievance. The hearing shall include at least one representative from the Airport Police Department management team, an individual from the People Operations department, as well as any other RTAA representative the Chief Operations & Public Safety Officer or designee deems necessary. AAPSPA shall be represented by the AAPSPA President or designee, the grieved party (if an individual), and outside counsel, if requested.

The Chief Operations & Public Safety Officer or designee shall respond to the grievance, in writing via email, to the AAPSPA President or designee (or an individual ~~member~~-employee pursuing their own grievance) within ten (10) days of receipt of the grievance or upon completion of the evidentiary/fact finding hearing, if held.

Mediation. If a mutually satisfactory settlement cannot be reached at Step 2, within ten (10) days from the receipt of the written response from the Chief Operations & Public Safety Officer or designee, the parties agree to submit the grievance to mediation with the Federal Mediation and Conciliation Service (FMCS). A request for mediation does not toll or change the parties' requirements under the Arbitration paragraph, below.

Arbitration. If a mutually satisfactory settlement cannot be reached at Step 3, the AAPSPA President or designee shall have the right to refer the matter to a mutually agreed upon arbitrator for final determination. The RTAA may also request that a grievance move forward to arbitration if they believe it is in their interest to do so.

1. The party seeking to move the grievance to an arbitrator for final determination shall notify the other party within ten (10) days of the written decision made by the Chief Operations & Public Safety Officer in Step 2. If there is no request to arbitrate the issue the grievance shall be deemed withdrawn.
2. If the decision to move forward to arbitration is made, AAPSPA and the RTAA shall request a panel of seven (7) arbitrators from the Federal Mediation and Conciliation Service (FMCS).
3. The parties shall make alternate strikes from the FMCS panel, and the dispute will be submitted to the final arbitrator remaining. The party who shall strike first shall be decided by coin-toss. Once the arbitrator is selected, a change in the date of the hearing shall not affect the arbitrator's selection by the parties. The arbitrator shall be notified in writing of their selection.
4. Arbitrations shall be limited to a single grievance unless the RTAA and AAPSPA mutually agree to the contrary.
5. Nothing in this Agreement changes the discharged ~~members(s)~~-employee's obligation to mitigate their damages.
6. The arbitrator shall have no authority, jurisdiction or power to amend, modify, nullify, or add to the provisions of this Agreement. The award of the arbitrator shall be final and binding upon the RTAA, the AAPSPA, and the ~~members(s)~~-employee involved.
7. Except in discharge cases, the fees and expenses of the arbitrator shall be shared equally by the RTAA and the AAPSPA. In discharge cases the fees and expenses of the arbitrator shall be paid by the losing party, provided that if reinstatement is ordered by the arbitrator with less than full back pay, the fees and expenses of the

arbitrator shall be shared equally by the parties. Each party shall bear the expense of preparing its case and shall make arrangements for the expense of its own witnesses or others selected or called by a party to attend or appear before the arbitrator.

8. Unless agreed otherwise, a court reporter will be used in all arbitration hearings. The cost of a court reporter shall be shared equally between both the AAPSPA and the RTAA with one copy given to each party and the arbitrator. Any other party desiring a copy will pay for the copy.
- G. Grievance information or testimony must be treated in a most discrete and confidential manner by all persons involved but must be available for use at all steps of the proceedings including appeals.

ARTICLE 13 - COUNSELING AND DISCIPLINE

- A. **Non-Disciplinary Actions.** It is agreed upon that the RTAA and its representative management staff in the Airport Police Department have the right and duty to maintain discipline and good order at the RTAA and to ensure that ~~supervisors~~employees are compliant with all lawful orders, policies and procedures which are necessary for an efficient and effective organization. Non-disciplinary actions taken in the furtherance of this objective include, but are not limited to: documented training, documented warnings, and documented counseling's, as well as any coaching, orders, or instructions given during the normal course of duties by a manager of the department. Non-disciplinary actions are not subject to grievance proceedings as indicated in Article 12 of this Agreement.
1. Documented training is narrowly focused on improving ~~supervisors~~employees' skills and abilities which are required to be effective ~~police supervisors~~employees and carry out the prescribed duties of their classification, this includes documented remedial training. Failure to respond to training may result in disciplinary action being taken when performance does not improve.
 2. Coaching, counseling, and warnings are given when an ~~supervisor~~employee's observed conduct or performance is of a less serious nature and no pattern of problems are detected. Use of coaching, counseling, or warnings are used when an ~~supervisor~~employee's conduct or performance is not meeting the minimum standards of conduct set forth in the oath, values, mission, policies, procedures, or training guidelines set forth by the Airport Police Department or the RTAA.
- B. **Discipline.** It is agreed that the RTAA has the right to discipline or discharge its employees for just cause in accordance with RTAA Policies and Procedures, Airport Police Department Policies and Procedures, and NRS 289.

Matters that could potentially lead to disciplinary action will be investigated by law enforcement officials and recommendations made to the Chief of Police consistent with the Airport Police Department disciplinary matrix.

Discipline shall be subject to the Grievance Procedures as described in Article 12 of this Agreement and/or Article 14 if involuntary termination is part of the disciplinary process.

Any matters for which the Nevada Equal Rights Commission has jurisdiction or where sexual harassment is involved will be handled by the Chief People, and Culture and Equity Officer under a separate set of procedures outlined under RTAA policies and procedures. However, serious police conduct complaints will not be held but may run concurrent with any such investigations.

Discipline includes the following:

1. Verbal Reprimands – are documented to indicate that ~~supervisor~~ the employee's conduct or performance as observed over a period of time is not improving or is of such a nature that the ~~supervisor~~ employee needs to be placed on notice to correct the deficiencies immediately. The ~~Operations Commander~~ Assistant Chief of Police and above may issue ~~Oral~~ Verbal Reprimands.
2. Written Reprimand – a formal reprimand indicating poor performance, policy violations, or poor conduct observed in a specific incident or observed over a period of time. Only the ~~Operations Commander~~ Assistant Chief of Police and above may issue Written Reprimands.
3. Suspension without pay – An ~~supervisor~~ employee may be suspended without pay as a disciplinary measure when a specific incident cited is serious in nature or when conduct or performance does not improve over a period of time. Only the Chief of Police or designee may issue a Suspension without pay after a formal Internal Affairs (IA) investigation has concluded.
4. Termination – An ~~supervisor~~ employee may be terminated as a result of disciplinary action. Termination will be carried out in accordance with the provisions of Article 14 of this Agreement. Only the Chief of Police or designee may issue a termination after a formal Internal Affairs (IA) investigation has concluded.

Reprimands/Suspension documentation will expire as indicated below, provided no successive discipline is issued that is the same or similar to the original reprimand or suspension. The reprimand or suspension will be removed from the employee's personnel file upon expiration of the timeline outlined below that runs from the date of issuance of the reprimand or suspension. If successive discipline is issued, the original reprimand or suspension will remain in the employee's personnel file until the successive discipline expires.

1. Verbal Reprimands: 12 months
2. Written Reprimands: 18 months
3. Suspension without Pay: 5 years

C. **Rebuttal Documentation.** ~~Supervisor~~ Employees will be allowed to write a rebuttal to non-disciplinary actions as well as disciplinary actions.

1. The Airport Police Department utilizes a ~~software program~~ system designed to be an early warning and intervention mechanism. The use of the system is mandated as a best practice for accreditation and is not used for disciplinary actions. Documentation in the early warning and intervention system are non-disciplinary actions and not subject to Article 12 procedures. Though non-disciplinary in nature,

the ~~supervisor~~employee may, after notification of an entry into the system, submit a rebuttal in writing within the system in accordance with rights outlined in NRS 289. Such rebuttals must be restricted to the specific warning, admonishment, or counseling in question and not be used as a way to complain generally about perceived problems in the Airport Police Department.

- D. After an ~~supervisor~~employee's annual evaluation cycle, it is understood that any documentation in the system for any entries prior to the evaluation date will no longer be used for any purposes.

ARTICLE 14 - INVOLUNTARY TERMINATION

A. The RTAA shall not involuntarily terminate an ~~Police-Sergeant-employee~~ covered under this Agreement without just cause. An ~~Sergeant-employee~~ being terminated shall have the right to legal counsel at their own expense and/or representation by the AAPSPA. In no case shall the representative appear instead of the ~~Sergeant-employee~~ nor shall the representative answer questions for the ~~Sergeant-employee~~. The ~~Sergeant-employee~~ shall have the right to respond to all charges. The ~~Sergeant's-employee's~~ response shall be confined to the specific charge(s). The ~~Sergeant-employee~~ shall be allowed to consult with the AAPSPA representative or legal counsel before responding to any question(s).

B. PROCEDURES FOR DISCHARGE

1. Upon recommending termination, the Chief of Police will review the facts regarding previous misconduct and or performance issues with the Chief People, ~~and~~ Culture ~~and Equity~~ Officer or designee.
2. If termination is supported, People Operations will notify the ~~Sergeant-employee~~ of the date and time of a pre-termination hearing. At the pre-termination hearing, the RTAA will provide the ~~Sergeant-employee~~ with a written statement as to the reasons, including acts or omissions and grounds upon which the termination is based. The ~~Sergeant-employee~~ may request copies of materials upon which the termination is based.
 - a. Present at the pre-termination hearing will be the Chief of Police, Chief Operations & Public Safety Officer, Chief People, ~~and~~ Culture ~~and Equity~~ Officer or any of their designees and the ~~Sergeant-employee~~. The ~~Sergeant-employee~~ may also bring representation to the hearing.
 - b. At the conclusion of the hearing, the ~~Sergeant-employee~~ may be placed on administrative leave with pay pending a final decision.
3. After the pre-termination hearing, the RTAA will issue a written decision, within ten (10) calendar days to notify the ~~Sergeant-employee~~ of the findings.
 - a. If the findings support a termination, any administrative pay will be ended, and the ~~Sergeant-employee~~ will be terminated.
 - b. Alternatively and depending on the circumstances, the RTAA may offer an ~~Sergeant-employee~~ a Last Chance Agreement (LCA) in lieu of termination. Any offered LCA will include a specified expiration date, as determined by the Chief of Police.

If the RTAA makes an LCA offer, the ~~Sergeant-employee~~ will have five (5) calendar days to decide if they will accept the offer via written notification to the

Chief of Police.

If the ~~Sergeant~~employee rejects the LCA offer, any administrative pay will be ended, and the ~~Sergeant~~employee will be terminated.

If the ~~Sergeant~~employee accepts the LCA, any subsequent termination for violation of the LCA will not be subject to the grievance or arbitration provisions of this agreement nor will a pre-termination hearing take place.

4. The ~~Sergeant~~employee or the AAPSPA have five (5) calendar days to appeal the termination, in writing, sending it to the ~~Manager of~~ Labor Relations Manager & Benefits.
5. If there is no appeal from the ~~Sergeant~~employee or AAPSPA within the time allowed the ~~Sergeant~~employee and the AAPSPA shall be deemed to have waived the right to protest or appeal the termination.
6. If the ~~Sergeant~~employee or AAPSPA appeals the termination in writing within the time allotted, the parties agree to immediate and final binding arbitration of the termination decision by an arbitrator that is mutually acceptable to both parties or through the use of the expedited arbitration processes and procedures (Western Region) of the Federal Mediation and Conciliation Service. Both parties agree that the intent of this procedure is to complete the final appeal process within sixty (60) days of the notice to terminate. The cost of the arbitrator will be borne by the party that loses the case as determined by the arbitrator or Nevada court.

ARTICLE 15 - ACCESS TO PERSONNEL RECORDS

A. The RTAA maintains one (1) official personnel file which contains only personnel information, and that file is held and maintained by the People Operations Department. The RTAA will provide access to a ~~Sergeant's~~ employee's official personnel file only to the ~~Sergeant~~ employee, their designated representative (in writing), RTAA legal counsel, and those management personnel in the ~~Sergeant's~~ employee's chain of command, from ~~Operations Commander~~ Assistant Chief of Airport Police to the President/CEO, unless the ~~Sergeant~~ employee has authorized (in writing) for another individual to have access to their personnel files.

1. **Sergeant-Employee Access to Their Own Records.** An ~~Sergeant~~ employee shall be entitled to view their personnel file upon request during normal business hours, i.e., Monday through Friday -- 0800 to 1700, except RTAA holidays. An ~~Sergeant~~ employee who feels that the contents of their personnel file is not accurate, timely, or complete may submit pertinent comments in writing to the Chief People, ~~and~~ Culture and Equity Officer for inclusion in their personnel file. An ~~Sergeant~~ employee may not remove any document from their file but may request removal through the Chief of Police or their designee.

2. **Sergeant-Employee Designated Representative Access to Sergeant Employee File.** An ~~Sergeant~~ employee may notify the People Operations department, in writing, that their designated representative may be allowed access to the ~~Sergeant's~~ employee's personnel file. This notification shall be recognized for a period of one (1) week unless stipulated otherwise.

The ~~Sergeant's~~ employee's designated representative will be responsible for the protection and security of information provided and will assume any liability which may result from any improper disclosure or use of the information provided.

3. **Sergeant Employee Request for Copy of Material.** An ~~Sergeant~~ employee shall be entitled, upon request, to a copy of any material in their personnel file.

4. **Adverse Material.** No adverse material will be placed in an ~~Sergeant's~~ employee's personnel file unless a copy of the same is provided to the ~~Sergeant~~ employee. The ~~Sergeant~~ employee shall be given the opportunity to submit explanatory remarks for the record.

ARTICLE 16 – SAFETY Committee

- A. **Joint Safety Committee.** The RTAA and the AAPSPA will cooperate in the continuing objective of eliminating employee safety and health hazards from the workplace by establishing and participating in an organizational-wide Joint Safety Committee.

The Joint Safety Committee will meet quarterly or more often as mutually agreed or as required to evaluate or investigate instances of unsafe or unhealthy working conditions or to discuss other safety related items, as needed.

The Committee shall include one (1) AAPSPA representative, one (1) or more representatives of the RTAA and may include representatives from other groups/associations within the organization. Time spent during committee meetings for the AAPSPA representative participating in the Joint Safety Committee will be considered work time for the purposes of compensation.

ARTICLE 17 - UNIFORMS

- A. The RTAA will provide uniforms and approved duty accessories to ~~Sergeants~~ employees to include a minimum of ten (10) short or long sleeved shirts (or combination thereof), five (5) pants, and (1) pair of duty boots. The police department maintains a uniform manual which all ~~Sergeants~~ employees must adhere to and may be amended by the Chief of Police or their designee.

- B. All costs for equipment replacement due to normal wear and tear, uniform maintenance, dry cleaning, alterations and/or repair shall be assumed by the RTAA in lieu of uniform allowance. Any damage or replacement of equipment determined to be due to negligence or misuse shall be at the ~~Sergeant's~~ employee's expense.

The RTAA shall contract with a cleaning service to perform cleaning and maintenance.

- C. The RTAA shall provide ~~Sergeants~~ employees with semi-automatic duty weapons as approved by the Chief of Police on the date of issuance. Upon separation, ~~Sergeants~~ employees shall return to the RTAA duty weapons issued to them. ~~Sergeants~~ employees may, with the approval of the Chief of Police, purchase and use their own ~~handgun(s) of their choice~~ duty weapons while on duty.

- D. The RTAA shall provide ~~Sergeants~~ employees with required duty gear, personal protective equipment to perform necessary duties, as well as protective vests.

ARTICLE 18 - WELLNESS

- A. **PHYSICAL FITNESS.** The parties agree that the exercise room and all exercise equipment ~~located adjacent to the Police Offices~~ is the property of the RTAA. ~~Sergeants~~ Employees may use the exercise room under the provisions of the Police department's policies.
1. The parties agree to a voluntary physical agility testing program to be administered annually each August using a testing/scoring standard established by POST.
 - a. If at least 40% of all eligible employees participate in the testing program, then employees that attain a passing score will receive a \$1,000 payment.
 - b. This payment will be made within two (2) pay periods after all annual testing is completed.
 - c. Employees participating in the voluntary physical agility test shall be in full pay status during testing.
 - d. There will be no reprisal or punitive action taken against any employee scoring less than the passing score on the test.
 - e. Effective August 31, 2026, employees not participating in the voluntary physical agility test will not be allowed to utilize the RTAA workout room during duty hours.
- B. **EMPLOYEE ASSISTANCE PROGRAM.** ~~Sergeants~~ Employees and their dependents are eligible to participate in the Employee Assistance Program (EAP) as provided by the RTAA and based on the terms and conditions of the EAP program agreement in effect at the time benefits are utilized.

ARTICLE 19 - COMMUNICABLE DISEASE

- A. In the event an ~~Sergeant~~ employee covered under this agreement or their ~~manager~~ supervisory chain of command suspects that, as a result of the course of duty, they have been exposed to, or is the carrier of a serious communicable disease; the ~~Sergeant~~ employee may be relieved of duty without the loss of any pay or sick leave and shall be taken immediately to a local emergency hospital or an appropriate treatment facility for diagnosis and treatment.
- B. The ~~Sergeant~~ employee shall be provided with protective equipment and preventive measures designed to protect the ~~Sergeant~~ employee against communicable diseases. These measures shall include, but are not limited to, medical procedures such as hepatitis and other vaccines and blood tests, and medical equipment such as, gloves, masks, and other products, equipment, and procedures that are intended to detect, prevent, or impede communicable disease.

The use of protective equipment may be required by ~~a manager~~ the employee's supervisory chain of command if it appears the non-use of this equipment may endanger the ~~Sergeant~~ employee or another ~~Sergeant~~ employee.

Participation in any medical procedures, such as vaccination and testing, shall be at the discretion of the ~~Sergeant~~ employee, and the RTAA shall not be held responsible for any consequences to the ~~Sergeant~~ employee as a result of the ~~Sergeant~~ employee having or not having received any vaccinations or tests. This does not waive the ~~Sergeant~~ employee 's rights under worker's compensation.

ARTICLE 20 - ON THE JOB INJURY

A. All ~~Sergeants~~employees shall be covered by a Worker's Compensation Program. This program will conform to all provisions of the NRS and provide for payment of industrial accident benefits and compensation for partial and total disability arising from industrial injuries, illnesses, and occupational diseases.

1. In the event an ~~Sergeant~~employee is absent from work due to a job related injury, illness, or occupational disease, which is accepted by the Worker's Compensation Carrier under NRS 616 and/or 617, the RTAA shall pay that ~~Sergeant~~employee the difference between awarded temporary total disability (TTD) payments and their full salary for a period of 90 calendar days unless the following provisions apply: 1) they are able to perform their normal duties; 2) they are able to perform modified duties; 3) the RTAA is able to provide work in accordance with Nevada Administrative Code 616; or 4) they become qualified to receive permanent disability compensation, whichever event occurs first.

The RTAA will make every reasonable effort to return an ~~Sergeant~~employee back to work at the RTAA. The supplemental compensation will start from the first day of absence or illness, during such period the ~~Sergeant~~employee will accrue sick and vacation benefits as if they were in full pay status. Further, during such period the RTAA will continue its full contribution toward the ~~Sergeant~~employee's group medical insurance coverage. The parties recognize that contractual obligations with the insurance carrier may require that an ~~Sergeant~~employee be in pay status for a minimum number of hours in order to be eligible for medical insurance coverage. In that event, the ~~Sergeant~~employee may remain in pay status by endorsing their Worker's Compensation TTD check over to the RTAA. The RTAA will then pay the ~~Sergeant~~employee their full salary. If the ~~Sergeant~~employee elects not to remain in pay status, they may be required to pay the full amount of their medical insurance premiums. If they do not pay such premiums and allows medical insurance coverage to lapse, reinstatement of such coverage will be subject to the requirements of the insurance carrier.

2. In addition, if the ~~Sergeant~~employee is temporarily disabled for a period longer than 90 days and they desire to remain in full pay status, they may use accrued sick or vacation time in conjunction with TTD payments. The ~~Sergeant~~employee may then elect to endorse their TTD check over to the RTAA in exchange for their full paycheck as set forth above.
3. If the ~~Sergeant~~employee has exhausted pay continuance, they may apply for a medical leave of absence under Article 23, Leaves of Absence, for additional time off of work.

~~4. If the leave is denied or upon conclusion of any approved leave, if the Sergeant is unable to perform their regular duties and another employment opportunity at the RTAA is unavailable, the Sergeant may be administratively separated. The Sergeant may alternatively submit a voluntary resignation.~~

ARTICLE 21 - HOURS OF WORK

- A. The workday begins at 0001 and ends at 2400 the same day. The workweek begins at 0001 Monday and ends at 2400 (midnight) on the following Sunday.
- B. The scheduling of work shifts and the beginning and ending days and times shall be as directed by the Chief of Police or their designee. ~~Sergeants~~Employees will be scheduled for consecutive days off.
- C. The Chief of Police or their designee may schedule and assign ~~Sergeants~~employees covered by this Agreement to work any combination of:
- Five (5) eight (8) hour shifts per workweek
 - Four (4) ten (10) hour shifts per workweek
 - Twelve (12) hour shifts per workweek
 - Four (4) nine (9) hour shifts per workweek, to include one (1) additional 8 hour shift every other workweek
 - Twenty-four (24) hour shifts
 - And any other work shift as agreed upon by the RTAA and AAPSPA
- D. An ~~Sergeant~~employee who is placed on administrative leave with pay shall be removed from their regular work shift and be available on administrative workdays/times.

ARTICLE 22 – SHIFT BIDDING

- A. ~~Sergeants~~ Employees shall be permitted to bid for shifts/days off on the basis of seniority in classification.
- B. There will be three (3) schedule changes/shift bidding per year. The changes to become effective beginning on the first day of the first full pay period of January, May, and September. The AAPSPA recognizes that the RTAA retains the right to assign shifts based on the operational needs and staffing requirements of the department.
- C. The shift schedule shall be posted not less than ten (10) days prior to the effective date of the shift change.

ARTICLE 23 - LEAVES OF ABSENCE

A. To the extent available, leave granted under this Agreement shall run concurrently with the leave granted under the Family Medical Leave Act (FMLA). To the extent any provisions of this Agreement and the FMLA conflict, the provisions set forth in the FMLA shall control. If a dispute arises concerning the application of the FMLA, the parties agree to resolve said disputes through the procedures set forth in Article 12.

A.B. LEAVES OF ABSENCE WITH PAY

1. **Vacation Leave** – ~~the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

a. Rate of Accrual. Any ~~Sergeant~~ employee who has been continuously employed in full-time status by the RTAA shall be credited vacation hours for the following:

Less than 5 years	5 hours for each full pay period
5 years but less than 10 years	6 hours for each full pay period
10 years but less than 15 years	7 hours for each full pay period
15 years or more	8 hours for each full pay period

Continuous service shall be defined as a period of employment which has not been interrupted by more than thirty (30) calendar days at any one time, except by authorized leave of absence with pay, sick leave, vacation, or military leave of absence and includes total RTAA service, not just time in position.

b. Eligibility Provisions

1. ~~Sergeants~~ Employees earn vacation hours from date of employment and will be eligible to use any accrued paid vacation immediately.
2. If a designated holiday is observed during an Sergeant ~~employee's~~ vacation period, the ~~Sergeant~~ employee will not be charged for vacation time on that day but will code holiday on their timecard and receive holiday pay in lieu of vacation pay.
3. Vacation will not be accrued during any unpaid Leave of Absence of thirty (30) calendar days or more unless required by law.
4. An ~~Sergeant~~ employee will not convert vacation time to sick time off due to illness or disability occurring while on vacation.
5. Termination. An ~~Sergeant~~ employee who terminates employment with the RTAA for any reason will be paid for unused accrued vacation time.

c. Vacation Scheduling. Vacations will be approved by the Chief of Police or their designee with due consideration given to staffing requirements, ~~Sergeant~~employee's length of service, and ~~Sergeant~~employee preferences, in the order listed. However, ~~Sergeants~~employees who schedule their vacation at the beginning of the calendar year and receive approval will be given priority over the ~~Sergeants~~employees with seniority who do not schedule at the beginning of the calendar year.

d. Vacation Pay / Cash Out Option

1. Vacation pay will be computed by multiplying the ~~employee's~~ hourly base rate of pay by the number of hours of vacation hours taken.
2. In February and August of each year, the RTAA shall pay accrued vacation time to those ~~Sergeants~~employees that have provided written notice of their intent to "cash out" accrued hours. ~~Employees~~ must provide this written notification to Payroll during the month of January and July each year.

Only those ~~Sergeants~~employees with over ~~two hundred (200)~~ ~~one hundred twenty (120)~~ vacation hours on the books as of the last pay period in January or June of each year can take advantage of this "cash out" option. ~~Sergeants~~Employees must "cash out" their accrued vacation time in lots of forty (40) hours at a time and must maintain a balance of at least forty (40) accrued hours.

The RTAA shall make this payment to participating ~~Sergeants~~employees on the first payday in February or August of each year.

e. Accumulation of Vacation. An ~~Sergeant~~employee's unused vacation hours may not exceed, at any time, the number of vacation hours accruable in fifty-two (52) pay periods. No additional vacation hours will be accrued until the unused vacation hour balance is reduced below the maximum allowable level.

2. ~~Sick Leave. Sick Leave the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

a. ~~Sergeants~~Employees will accrue 4.6 hours of sick leave each pay period from the date of employment and may use hours as they are accrued.

Sick leave accrual is not subject to any maximum accrual amount.

b. Sick leave may be requested when the ~~Sergeant~~employee is incapacitated due to illness, injury, pregnancy, childbirth or adoption. Sick leave shall also be granted when the ~~Sergeant~~employee is quarantined, receiving required

medical or dental services or examinations, or upon need to provide care due to injury or illness of an Sergeant-employee's spouse, siblings, children/step children, parents, stepparents, father-in-law, mother-in-law, grandparents, other legal dependents, or any person living in the Sergeant-employee's home for sixty (60) days or more.

A doctor's statement may be required if circumstances so justify.

- c. An Sergeant-employee may request vacation leave to care for any family member not identified in a, above. This time off will be considered by the Chief of Police or their designee on a case-by-case basis.
- d. Sick leave shall be charged on the basis of actual time used to the nearest quarter hour.
- e. If a designated holiday is observed during an Sergeant-employee's period of sick leave, the Sergeant-employee will not be charged for sick time on that day but will code holiday on their time card and receive holiday pay in lieu of sick pay.
- f. Sick leave must be approved by the Chief of Police or their designee prior to payment of any accrued sick time.
- g. Sick will not be accrued during any unpaid Leave of Absence of thirty (30) calendar days or more unless required by law.
- h. In no case will sick leave be granted in lieu of vacation time.

3. FMLA Leave

~~To the extent available, leave granted under this Agreement shall run concurrently with the leave granted under the Family Medical Leave Act (FMLA). To the extent any provisions of this Agreement and the FMLA conflict, the provisions set forth in the FMLA shall control as provided for in the RTAA's FMLA Policy that may be modified or revised during the term of the Agreement.~~

- 4.3. Military Leave.** This section applies to an Sergeant-employee who is an active member of the Nevada National Guard or any reserve component of the United States Armed Forces and presents military orders to serve on active duty. Any Sergeant-employee who is an active member of the Nevada National Guard, or any reserve component of the United States Armed Forces, shall be relieved from duties upon presentation of orders from their military unit to serve on training duty without loss of regular compensation for a period not to exceed three (3) calendar weeks or 120 hours in any one (1) calendar year. These do not have to be consecutive weeks or hours. The RTAA shall not deduct such time from the Sergeant-employee's accrued leave bank (as prescribed in the NRS).

Any employee who is a volunteer member of the Nevada Wing of the Civil Air Patrol and presents: (a) certification that the employee has been authorized by the United States Air Force, the Governor or a political subdivision of the State of Nevada to respond to or train for an emergency mission, and (b) verification from the Civil Air Patrol of the emergency need of the volunteer service of the employee shall be relieved from duties without loss of position, seniority, accrued leave or benefits on days during which the employee is: (1) engaged in training for emergency missions with the Civil Air Patrol, not to exceed ten (10) workdays during each federal fiscal year and (2) responding to an emergency mission with the Civil Air Patrol, not to exceed 30 workdays during each federal fiscal year.

5.4. Bereavement Leave. When a death occurs in an Sergeant-employee's immediately family, an Sergeant-employee may request up to three (3) days of sick leave to be used within six (6) months of the date of death to arrange and attend a funeral and/or to see to the affairs of the deceased's estate. This leave may be taken consecutively or non-consecutively. An Sergeant-employee's immediate family includes the Sergeant-employee's spouse, parents, stepparents, siblings, children, stepchildren, aunts, uncles, grandparents, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, grandchild, or any person living in the Sergeant-employee's home for sixty (60) days or more. Under special circumstance, the Chief of Police or their designee may approve additional vacation leave or unpaid time off if vacation is not available.

An Sergeant-employee may request vacation leave to attend the funeral of any family member not identified above. This time off will be considered by the Chief of Police or their designee on a case-by-case basis.

6.5. Jury Duty. Any Sergeant-employee receiving notice of jury duty shall submit a copy of the notice to the Chief of Police or their designee promptly and shall work as much of their regularly scheduled shift as such jury duty permits. Combined time on jury duty and at work shall not exceed the total hours of the workday.

Sergeants-Employees appearing for jury duty shall receive their regular pay for the period of absence caused by jury duty and may also keep all checks received from the court for jury duty.

Sergeants-Employees shall exercise their jury duty preemption if it is available.

~~7. **Court Leave.** Sergeants appearing as witnesses in court shall receive overtime pay unless they appear during regularly scheduled duty hours. The Sergeant may keep all checks received from the court. If a Sergeant who is appearing as a witness in court is released early while serving as a witness, they shall report back to resume work for the remainder of their shift, if applicable.~~

B.C. LEAVES OF ABSENCE WITHOUT PAY

1. Leaves of absence without pay are available to accommodate the compelling

medical/disability or personal needs of an ~~Sergeant~~ employee when other forms of allowable absence are not available. The impact of such leaves of absence on the department shall be a major consideration in the approval process.

2. Leaves of absence without pay will not be granted until all appropriate paid leave is exhausted.
3. Leaves of absence without pay may only be requested for a continuous period of time and will not be granted for intermittent leave.
4. In no case will leaves without pay be approved for more than a total of 180 days per Agreement term.
5. Failure or inability to report for resumption of job duties at the expiration of the approved leave without pay shall be considered a voluntary resignation.
6. Leaves required by law will not be subject to the above but will instead be based on the requirements under that law (i.e. FMLA).

7. **EFFECT OF LEAVES OF ABSENCE WITHOUT PAY ON ~~SERGEANT~~ EMPLOYEE BENEFITS**

- a. Time spent on an unpaid leave of absence of over thirty (30) calendar days will not be counted as time employed in determining an ~~Sergeant~~ employee's eligibility for benefits that accrue on the basis of length of employment unless required by law.
- b. An ~~Sergeant~~ employee on an unpaid leave of absence will not accrue vacation or sick leave during the leave of absence.
- c. An ~~Sergeant~~ employee, who is on an unpaid leave, is not eligible for pay for any holiday that occurs during the unpaid leave.
- d. An ~~Sergeant~~ employee on an unpaid leave of absence of over thirty (30) calendar days shall not be entitled to receive RTAA paid group insurance premiums, unless required by law (i.e. FMLA), but is entitled to assume the premium payments if the insurance policy allows. The ~~Sergeant~~ employee will contact the People Operations department to determine the procedure for continuation of medical insurance while they are on an unpaid leave of absence. If the ~~Sergeant~~ employee elects to let the insurance lapse, reinstatement of insurance coverage shall be based on insurance carrier provisions.
- e. Upon notifying the RTAA of their intention to return to employment, an ~~Sergeant~~ employee shall be reinstated to their specific assignment or an equivalent position. For ~~Sergeants~~ employees on a medical leave of absence, a fitness for

duty certification may be requested before reinstatement will occur.

- f. Upon return from any unpaid leave of absence over thirty (30) calendar days, the ~~Sergeant-employee's next annual merit increase amount will be pro-rated by one (1) day for each day~~ anniversary date will be adjusted by one (1) day for each day in excess of thirty (30) days out of pay status.

8. UNPAID LEAVE OF ABSENCE PROCEDURES AND RESPONSIBILITIES

- a. ~~Sergeants~~-Employees seeking an unpaid leave of absence are required to:
 1. Provide a written request to the Chief of Police or their designee at least two (2) weeks before the anticipated start of the leave.
 2. Provide support documentation such as a physician's written statement, military orders, adoption paper, etc.
 3. As appropriate, maintain contact with the Chief of Police or their designee or the People Operations department regarding prognosis and/or possible return date. Notify the Chief of Police or their designee at earliest possible date of intent/date of return. For ~~Sergeants~~-employees on an unpaid medical leave of absence, provide a fitness for duty certification upon intent to return to work.
 4. If an extension of the unpaid leave of absence becomes necessary, a written request must be submitted to the Chief of Police or their designee prior to the expiration of the leave of absence.
 - a. The Chief of Police or their designee will review and act upon a request for leave of absence without pay in consideration of the following factors:
 - 1) The purpose for which the leave is requested;
 - 2) The length of time the ~~Sergeants~~-employee will be away; and
 - 3) The effect the leave will have on the ability of the department to carry out its responsibilities.

ARTICLE 24 - COMPENSATION

A. ANNUAL INCREASES IN THE SALARY ~~RANGE~~ SCHEDULE & ~~SERGEANTS~~ EMPLOYEES' PAY

1. Salary Range ~~Schedule~~

- a. Effective July 1, 2026, a 6-step Salary Schedule will be implemented as reflected in Appendix 1. Current employees will be placed into steps in the Salary Schedule as has been mutually agreed upon by the RTAA and AAPSPA effective the beginning of the first full pay period after July 1, 2026.
- a.b. Effective on the dates indicated below, and as reflected in Appendix 1, the ~~sSalary range~~ Schedule for Sergeants ~~will be increased as follows:-~~
- ~~• July 1, 2023: as indicated in Appendix 1~~
 - July 1, 2024: +2.5%
 - July 1, 2025: +2.5%
- b.c. ~~Effective 6/19/2023, each Sergeant will receive a 5% increase.~~ Effective July 1, 2027, after the 2.5% increase referenced above has been applied, the bottom step of the Salary Schedule will be eliminated, and a new Step 6 shall be calculated at 5% above the current Step 6, as reflected in Appendix 1. Effective the beginning of the first full pay period after July 1, 2027, employees will be placed into the revised Salary Schedule at one step lower than their step as of June 30, 2027.
- c.d. Each Sergeant employee will also receive a 2.5% COLA increase the beginning of the first full pay period after ~~July 1, 2024, and July 1, 2025~~. ~~This increase will be applied before the merit increase indicated in section 3, below.~~

2. New Hire Salaries

Upon hire or promotion, the RTAA will place an Sergeant employee into the Salary Schedule (as reflected in Appendix 1) at any ~~salary step~~ within that range ~~the Salary Schedule~~ as determined by the RTAA based on the Sergeant employee's knowledge, skills and/or abilities.

3. Merit Step ~~Increases~~

- a. During the term of this Agreement, an employee's performance will be reviewed on the anniversary date of their promotion or hire into their current position through a performance appraisal completed by the employee's Manager/Supervisor based on the employee's demonstrated performance in the previous twelve (12) month period. The purpose of the performance appraisal

is to annually assess an employee's performance and, if needed, to provide a tool for performance improvement.

The employee's Manager/Supervisor will meet with the employee and review the employee's performance appraisal. From the date of the Manager/Supervisor's review with the employee, the employee will have thirty (30) calendar days to provide written comments on their performance appraisal, which will be delivered to the People Operations department, attached to the performance appraisal, and placed in the employee's personnel file.

Upon receipt of a "Contributor" appraisal rating on the employee's performance appraisal, an employee will be moved to the next salary step on the Salary Schedule, as indicated in Appendix 1, effective the beginning of the first full pay period after the employee's promotional anniversary date until they reach the maximum of the Salary Schedule.

- b. In the event an employee receives a performance evaluation that the employee believes is inaccurate, incomplete, less than warranted, and/or does not adequately represent their true performance, the employee may within ten (10) calendar days request a meeting with the Chief of Police or their designee to discuss the performance appraisal. The review will be held within ten (10) calendar days of the written request by the employee. The Chief of Police or their designee will respond to the employee within ten (10) calendar days. Within five (5) calendar days of the Chief of Police or their designee's response, an "Unsatisfactory" performance appraisal rating may be appealed to a panel made up of one (1) employee from the People Operations department, one (1) RTAA management employee and two (2) employees selected by the employee. The ruling of the panel shall be final with any tie decided in favor of the RTAA.
- c. If an employee's performance is assessed as an "Unsatisfactory", that employee will be placed on a performance improvement plan and given ninety (90) calendar days to improve their performance to at least "Contributor". At the end of this ninety (90) calendar days, the employee's Manager/Supervisor will re-assess the employee's performance. If the performance has been improved to at least "Contributor", the employee will be moved to the next salary step on the Salary Schedule (if the employee is not already at max), effective the beginning of the first full pay period after the date of this re-assessment. Failure to achieve at least a "Contributor" rating at the end of this ninety (90) calendar day period will result in disciplinary action, which may be grieved through the Grievance Procedure.
- d. The Chief of Police or their designee may extend the performance improvement period from ninety (90) calendar days up to one hundred and eighty (180) calendar days.

- a. ~~On July 1, 2024, and July 1, 2025, each Sergeant's performance will be reviewed and rated through a performance appraisal completed by the Operations Commander and reviewed by the Chief of Police and People Operations based on the Sergeant's demonstrated performance in the previous twelve (12) month period. The purpose of the performance appraisal is to annually assess performance and, if needed, to provide a tool for performance improvement.~~
- b. ~~When giving the performance rating, the Operations Commander will give a tentative rating that is reviewed by the Chief of Police and People Operations before the rating is communicated to the Sergeant. Completion of each Sergeant's appraisal should be completed by August 31st.~~
- c. ~~The Operations Commander may develop and discuss quality and quantity standards for each essential job task in the Sergeant's position description. If the Operations Commander chooses to develop these standards, they will discuss them with the Sergeant near the beginning of a performance period.~~
- d. ~~Upon receipt of a "Contributor" or above rating on their performance appraisal, Sergeant's will be eligible for a 5% merit increase the beginning of the first full pay period after July 1st.~~
- e. ~~If an Sergeant has not been in the Sergeant position for the full 12 months of the previous fiscal year, the Sergeant's 5% merit increase will be pro-rated based on the actual amount of time in the Sergeant position in the previous fiscal year. However, Sergeants with less than 90 days of service by July 1st, will not be eligible for a merit increase until the subsequent July 1st. This increase will only be based on service time in the preceding fiscal year.~~
- f. ~~Should the 5% merit increase cause a Sergeant's pay to exceed the maximum wage in the range, the Sergeant will only receive an increase to the maximum of the salary range.~~
- g. ~~If a Sergeant's performance is assessed as "Unsatisfactory", they will be placed on a performance improvement plan and given ninety (90) calendar days to improve their performance to at least a "Contributor". At the end of this ninety (90) calendar days, the Operations Commander will re-assess the Sergeant's performance. If the performance has been improved to at least a "Contributor", the Sergeant will be eligible for a 5% increase (or an increase to the maximum of the salary range if the 5% merit increase will cause the Sergeant's pay to exceed the maximum wage in the range) effective the beginning of the first full pay period after the date of the re-assessment. Failure to achieve at least a "Contributor" rating at the end of this ninety (90) calendar day period, may result in disciplinary action, up to and including demotion or termination. This action may be grieved through Article 13, Counseling and Discipline.~~

~~h. The Chief of Police or his designee may extend the performance improvement period from ninety (90) calendar days up to one hundred and eighty (180) calendar days.~~

B. OVERTIME ~~– the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

Eligibility. Overtime eligibility shall be in accordance with the Fair Labor Standards Act (FLSA). Employees will receive overtime pay for all hours worked in excess of forty (40) hours of work in a workweek, except that all paid vacation, sick leave and compensatory time will be considered hours worked for the purposes of overtime eligibility.

Approval. All overtime must be pre-approved by the employee's Manager/Supervisor or their designee.

Overtime Pay. Overtime will be paid at the rate of one and one half (1½) times the ~~Sergeant~~ employee's regular rate of pay and will be calculated based on a workweek basis. Overtime is earned and paid based on rounding to the nearest quarter hour.

With the exception of all paid vacation, sick leave and compensatory time, paid time not worked, such as unworked holidays, military leave, jury leave, funeral leave, on-call and other similar paid time not worked, will not be considered hours worked for the purpose of computing weekly overtime.

C. COMPENSATORY TIME ~~– the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

~~Sergeant~~ Employees may choose to elect compensatory time in lieu of overtime pay. Compensatory time will be earned at one and one half (1½) times for each hour of overtime worked.

1. Use of Compensatory Time: An ~~Sergeant~~ employee may request compensatory time off in lieu of vacation leave by submitting a time off request indicating the use of compensatory time. Approval of compensatory time off shall rest with the Chief of Police or their designee.
2. Option to Cash Out Compensatory Time: An ~~Sergeant~~ employee wishing to be paid for any accrued compensatory time will indicate the number of hours they wish to cash out on their bi-weekly timecard. Payment for compensatory time shall be included in the ~~Sergeant~~ employee's bi-weekly payroll check. Compensatory time shall be paid at the ~~Sergeant~~ employee's hourly base rate of pay.
3. Maximum Accruals and Required Cash Out: The accrual of compensatory time shall not exceed one hundred and twenty (120) hours. In the event that an ~~Sergeant~~ employee does not use/cash out the compensatory time in excess of one

hundred and twenty (120) hours, the compensatory time shall be paid to the ~~Sergeant-employee~~ per the guidelines of Article 30 – Post Employment Health Plan, item B.2.

4. Termination: An ~~Sergeant-employee~~ who terminates employment with the RTAA for any reason will be paid for all compensatory time on the books at the time of separation.

D. ON-CALL DUTY ~~-the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

From time to time the Chief of Police or their designee may have an articulable reason to place ~~Sergeants-employees~~ on call. On-Call duty is a period of time during which the assigned ~~Sergeant-employee~~ is to be available to respond to any work-related calls or emergencies during other than their normally scheduled working hours.

1. The AAPSPA and the Chief of Police will work together to determine a mutually satisfactory method for the assignment of on-call duty.
 - a. ~~Sergeant's-Employees~~ will be compensated for all assigned on-call duty time at 10% of their hourly base rate of pay.
 - b. ~~Sergeants-Employees~~ placed onto on-call duty must remain fit for duty and immediately answer any phone call/text from the RTAA.

E. CALL BACK ~~-the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

1. When an ~~Sergeant-employee~~ has completed their regularly scheduled workday and has been released from duty and is then directed by the RTAA to return to work or to report to work prior to the beginning of their next scheduled shift, the ~~Sergeant-employee~~ shall be paid at the rate of one and one half (1½) times their hourly base rate of pay.
2. Call back pay will only be paid for hours worked outside of the ~~Sergeant-employee's~~ regularly scheduled shift and will begin when an ~~Sergeant-employee~~ actually reports to work and not at the time they are called to return to work.
3. An ~~Sergeant-employee~~ may not receive on-call pay and call back pay simultaneously but may be eligible for on-call pay before and then after the call back, as assigned.
4. Upon the start of the ~~Sergeant-employee's~~ regularly scheduled shift, the ~~Sergeant-employee~~ will be paid at their hourly base rate of pay. However, the RTAA will pay an ~~Sergeant-employee~~ called back for work a minimum of two (2) hours call back pay.

5. Eligibility for PERS contributions on call back wages is determined by PERS regulations and applicable state statutes.

F. **PYRAMIDING** ~~–the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

Overtime pay or other premium pay such as holiday worked pay and call back pay will not be pyramided. For the purposes of this Agreement, the term “pyramiding” means the payment of overtime or other premium pay paid more than once for the same hours.

G. **SHIFT DIFFERENTIAL** ~~–the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

1. ~~Sergeants~~Employees shall be eligible for shift differential pay for any working hours that occur between the hours of 5:00 pm to 7:00 am.
2. ~~Sergeants~~Employees eligible for shift differential pay shall be paid an additional \$3.00 per hour for all hours worked between the hours indicated above.
3. Shift differential will not be paid when an employee is on sick, vacation, holiday, worker’s compensation or other types of paid time not worked.

H. **COURT SUBPOENAS**

Employees who are subpoenaed to attend court related to an RTAA matter will be paid at an overtime rate for all hours spent at court outside of their scheduled shift, with a minimum of three (3) hours of overtime pay. In situations where the court time runs into or is right after an employee’s scheduled shift, the 3-hour minimum will not apply and the employee will only be paid overtime for the time outside of their scheduled shift. If an employee who is appearing as a witness in court is attending during their scheduled shift and is released before the end of their scheduled shift, they shall report back to resume work for the remainder of their shift. The employee may keep all checks received from the court.

I. **OVERNIGHT TRAVEL**

Employees who travel overnight out of the area to attend training or for other similar purposes will have their schedule changed to match the needed travel dates, with days off scheduled before and after the travel. Employees will be paid based on their regularly assigned number of hours on these travel and training days, regardless of the actual time spent engaged in travel/training (unless the travel/training exceeds those hours and then they will be paid per the overtime provisions of this Article).

J. **TIME CARD CHANGES**

Occasionally, an employee's Manager/Supervisor must change the entries made to a time card completed by an employee. When this occurs, the affected employee will be notified.

K. **DAYLIGHT SAVINGS TIME**

If an employee is working at 2:00 a.m. on the day on which Daylight Savings Time begins (typically in March) when the clock moves forward an hour, the employee will be paid for the extra "phantom" 2:00 a.m. to 3:00 a.m. hour to ensure employees receive pay for their regularly scheduled shift, even though they are working one hour less.

L. **RATIFICATION BONUS**

Employees covered under this Agreement shall be paid a \$4,000 gross bonus within 30 days after this Agreement's ratification and approval.

ARTICLE 25 – HOLIDAYS

A. Regular paid holidays are:

January 1	New Year's Day
Third Monday in January	Martin Luther King's Birthday
Third Monday in February	President's Day
Last Monday in May	Memorial Day
June 19	Juneteenth
July 4	Independence Day
First Monday in September	Labor Day
Last Friday in October	Nevada Day Observed
November 11	Veteran's Day
Fourth Thursday in November	Thanksgiving Day
Friday Following Thanksgiving	Family Day
December 24	Christmas Eve
December 25	Christmas
Floating Holiday	Any day selected by the Sergeant <u>employee</u>

and any other day declared a holiday by the RTAA.

1. Eligibility Requirements

- a. ~~Sergeants~~Employees are eligible for holiday pay benefits from the date of employment.
- b. An ~~Sergeant~~employee who is on paid leave of absence will be eligible for holiday pay on the day the holiday actually occurs during the paid leave of absence. An ~~Sergeant~~employee, who is on an unpaid leave, is not eligible for pay for any holiday that occurs during the unpaid leave.

2. Holiday Pay ~~–the provisions of this section are effective the beginning of the first full pay period after the signing of this Agreement by the parties.~~

- a. ~~Sergeants~~Employees who work on the date the holiday actually occurs as listed in A, above, will be paid two and one half (2½) times their hourly base rate of pay for all time actually worked on the holiday.
- b. ~~Sergeants~~Employees taking the holiday off on a regularly scheduled work day will receive the same number of hours of holiday pay at their hourly base rate on the date the holiday actually occurs based on the number of hours they are regularly scheduled to work. These hours are excluded from time worked for the purposes of overtime eligibility.
- c. Holidays falling on an ~~Sergeant's~~employee's regularly scheduled day off - the

~~Sergeant~~ employee will receive eight (8) hours of holiday pay at their hourly base rate of pay on the date the holiday actually occurs regardless of the number of hours they regularly work. These hours are excluded from time worked for the purposes of overtime eligibility.

- d. If a holiday falls on an ~~Sergeant's~~ employee's regularly scheduled day off, they must work their entire scheduled shift immediately prior to and after the day of the holiday (unless sent home from work by the Chief of Police or their designee) or have previously approved leave in order to receive holiday pay. Leave must be scheduled and approved at least 24 hours in advance.

It is understood that in some cases an ~~Sergeant's~~ employee's "scheduled shift" may not be the actual day before or after the day of the holiday because of scheduled days off.

- e. If an ~~Sergeant~~ employee is scheduled to work the holiday and they don't end up working or getting approved leave at least 24 hours in advance, they will not be eligible for holiday pay. They will, however, be permitted to request accrued leave.
- f. If an ~~Sergeant~~ employee desires time off to observe a holiday not listed above, they may request vacation leave and such time off may be granted by the Chief of Police or the their designee, subject to operational needs and staffing requirements of the department.

ARTICLE 26 - GROUP INSURANCE

A. The RTAA shall offer the following insurance benefits to ~~Sergeants~~employees and their eligible dependents:

1. Medical Insurance
2. Dental Insurance
3. Prescription Insurance
4. Vision Insurance
5. Life Insurance
6. Long Term Disability (~~Sergeant~~employee coverage only)
7. Such other insurance benefits as may be mutually agreed upon by the RTAA and AAPSPA.

Employees hired from outside the RTAA are eligible for the above insurance benefits on the first day of the next month after their hire date with the RTAA.

B. Effective upon the signing of this Agreement, the RTAA shall pay ~~Sergeants~~employees premiums for the coverages listed in subparagraphs A.1. through A.7., subject to the following limitations:

Sergeant <u>Employee</u> only coverage	100% per month
Child/ren coverage	85% per month
Spouse coverage	85% per month
Family coverage	85% per month

~~Sergeants~~employees who elect the lower \$750/\$1,500 individual/family annual deductible "Copay" plan, will be responsible for paying the additional cost for this more expensive plan. The additional cost will be the amount above what the RTAA pays towards the ~~officer~~employee and dependent premiums for the \$1,500/\$3,000 individual/family annual deductible "Copay" plan.

Dependent Eligibility. Insurance plan provisions require that dependents must meet certain eligibility requirements to be eligible for coverage under the RTAA'S plan. ~~Sergeants~~Employees are responsible for notifying the People Operations department in writing within ~~forty-five (45)~~ thirty (30) days of any family status change that may make their dependents ineligible for continued coverage. Failure to notify the People Operations department of a change within this timeframe may result in: (1) the employee being required to pay premiums for coverage that a dependent does not have until the next open enrollment period and (2) the employee being responsible for expenses incurred by dependents who are no longer eligible for coverage.

C. **Life Insurance.** The RTAA will pay for life insurance at two (2) times the ~~Sergeant's~~employee's salary rounded up to the nearest thousand* for a maximum of at least \$300,000, with additional coverage of \$5,000 for the ~~Sergeant's~~employee's spouse, and \$1000 for each of the ~~Sergeant's~~employee's covered dependent children. Life insurance will apply to the ~~Sergeant's~~employee's base salary at the time of death.

*Note: Actual amount of life insurance paid will be subject to any limitations, reductions or exclusions based on the terms and conditions of the insurance company policy in effect at the time benefits are disbursed (i.e. reduction based on age, etc.).

- D. **Insurance Committee.** The RTAA and AAPSPA will cooperate in the continuing objective of obtaining the highest level of employee group insurance benefits within reasonable and realistic budgetary constraints. The Insurance Committee shall be the exclusive representative of management and employees to research, analyze, and formulate final recommendations to the President/CEO involving all matters regarding group insurance programs (e.g. modifications to existing or implementation of new programs) for presentation to the RTAA Board of Trustees. Such Committee shall be comprised of four (4) representatives of the RTAA, two (2) representatives of the Teamsters Local 533, one (1) representative of the AAPOPA, and one (1) representative of the AAPSPA which representatives shall establish ground rules governing the conduct of business by the Insurance Committee.
- E. AAPSPA agrees to abide by all recommendations of the Insurance Committee and the recommendations of the Insurance Committee will not be subject to grievance by individual ~~Sergeants~~ employees.

ARTICLE 27 - OUT OF CLASS ASSIGNMENT

- A. The parties recognize the RTAA's right to assign and direct its ~~Sergeants~~ employees. However, the RTAA will endeavor to keep ~~Sergeants~~ employees working within their respective classifications. In the event that there is a permanent assignment of duties which the ~~Sergeant~~ employee believes alters the classification of their position, the ~~Sergeant~~ employee may request to have their position studied by the People Operations department. If the ~~Sergeant~~ employee or the AAPSPA disagrees with the results of the study, the matter may be appealed through the Grievance Procedure, Article 12, starting at Step 1. An appeal processed through the Grievance Procedure shall be the exclusive remedy for these matters.
- B. In the event there is a temporary assignment to a higher classification, the ~~Sergeant~~ employee shall be compensated according to the following policies and procedures:
1. Pay for work in a higher classification is a short term remedy in those instances where temporary replacement is required for an incumbent of a position who is not available to perform the duties of the position.
 2. If an absence of an incumbent requires assignment of an ~~Sergeant~~ employee to duties which may qualify for pay for work in a higher classification, the Chief of Police shall decide which ~~Sergeant~~ employee will be assigned from those ~~Sergeants~~ employees willing to accept the temporary assignment. Should there be no ~~Sergeants~~ employees willing to accept the assignment, the Chief of Police can mandate the temporary assignment to any ~~Sergeant~~ employee.
 - a. The nature of the departmental assignment must be such that the ~~Sergeant~~ employee assuming the position becomes responsible for the full duties of the higher position.
 - b. Pay for work in a higher classification shall not be utilized as a substitute for regular merit promotional procedures and may not be utilized in lieu of permanently filling a vacancy through normal hiring procedures.
 3. The ~~Sergeant~~ employee is eligible for additional pay if the new position assignment is worked for 40 or more consecutive hours and will be paid the additional pay retroactive to the first day of the assignment.
 4. The rate of pay for the assignment shall be at least five percent (5%) above the hourly base rate of pay of the selected ~~Sergeant~~ employee or the minimum of the salary range for the particular job classification, whichever is greater. ~~Sergents will continue to be eligible for the 10% On-Call differential pay during their temporary higher classification assignment.~~
 5. Authorization for higher pay assignments shall be for a specified period but not for more than six (6) months. There may be extensions of such periods upon submission and approval of a new request.
 6. The People Operations department shall be notified by the Chief of Police when a higher pay assignment is initiated and terminated.

ARTICLE 28 - EDUCATION AND DEVELOPMENT

A. **Tuition Reimbursement**. Tuition reimbursement is available for normal and customary expenses associated with a class, seminar, conference, or study course that is useful for the ~~Sergeant~~employee's position, performance or to a logical career path with the RTAA.

1. The reimbursement is available for any course begun in a fiscal year up to a maximum of \$~~12~~12,500. There will be no reimbursement if the cost is assumed by any other institution, scholarship, or grant-in-aid.
2. The ~~Sergeant~~employee must submit application for approval for tuition reimbursement through the ~~Operations Commander~~Assistant Police Chief to the ~~Chief People Culture Officer~~People Operations prior to the start of the educational course. Final approval for tuition reimbursement will be made by ~~the Chief People Culture Officer~~People Operations; any denials will be for articulable, written reasons.
3. Requests will be denied if the RTAA determines that the educational course does not meet the requirements of section A, above, or if the RTAA's fiscal year Tuition Reimbursement budget limit has already been reached based on requests previously submitted and approved.
4. Reimbursable expenses shall include tuition, course fees, books and consumable materials.
5. While courses shall normally be taken on the ~~Sergeant~~employee's own time, exceptions may be granted by the Chief of Police or designee, in which case hours from work must be deducted from earned vacation or be recorded as an unpaid excused absence.
6. Reimbursement will be made upon presentation of receipts for covered costs and grade notices substantiating a grade of C or better, PASS in a pass/fail course or certificate of completion/attendance.

B. **Education & POST Incentives**. ~~Effective the beginning of the first full pay period after the signing of this Agreement by the parties, educational/POST incentives shall be paid as follows:~~

- | | |
|--|-----------|
| 1. <u>Associate's degree from an accredited college or university:</u> | <u>2%</u> |
| 2. <u>Bachelor's degree from an accredited college or university:</u> | <u>4%</u> |
| 3. <u>Master's degree from an accredited college or university:</u> | <u>5%</u> |

~~1. Any Sergeant who has earned a Nevada POST Supervisor certificate or higher or who has obtained a Bachelor's degree from an accredited college or university will receive an additional payment in the amount of 3% of their hourly base rate of pay,~~

~~payable on their biweekly paycheck.~~

~~2. Any Sergeant who has obtained a Master's degree from an accredited college or university will receive 5% of their hourly base rate of pay, payable on their biweekly paycheck.~~

a. No ~~Sergeant~~ employee will receive compensation for more than one of the above subsections.

b. Incentive pay will be paid as a percentage of the employee's hourly base rate of pay, payable biweekly.

~~b.c.~~ An ~~Sergeant~~ employee requesting education ~~or POST~~ incentive pay shall be required to provide a certified transcript ~~or a copy of the POST certificate~~ to People Operations. For ~~Sergeants~~ employees receiving a degree ~~or certification~~ after the signing of this Agreement, the ~~Sergeant~~ employee will receive the incentive pay beginning the pay period following the date the transcript ~~or certification~~ is received by People Operations, subject to section ~~ed~~, below.

~~c.d.~~ ~~Sergeants~~ Employees promoted from within the RTAA, will be eligible for incentive pay immediately upon receipt of the transcript ~~or certification~~ by People Operations.

~~Sergeants~~ Employees hired from outside the RTAA will be eligible for incentive pay after satisfactory completion of their probationary period and upon receipt of the transcript ~~or certification~~ by People Operations.

C. Bilingual Pay Incentive. The RTAA and the AAPSPA shall implement a bilingual services program consistent with the RTAA's Bilingual Pay Policy as may be modified or revised during the term of the Agreement.

ARTICLE 29 - RETIREMENT

- A. A. The RTAA participates in the Nevada Public Employees Retirement System (PERS) under the Employer Pay Contribution Plan.
- B. Eligibility for membership in Nevada PERS and PERSable wage contributions are determined by PERS and applicable state statutes.
- C. Public Employment Retirement (PERS) Contributions ~~PERS contribution rate increases/decreases on and after July 1, 2024, will be split equally between the RTAA and the employees. The salary schedule (Appendix 1) and the salary of each employee will automatically be decreased by one-half (1/2) of any PERS increase and increased by one-half (1/2) of any PERS rate decrease.~~
1. Nevada PERS regulations and applicable state statutes require any increase in the PERS retirement rate contribution to be equally divided between the RTAA and the employee. Effective July 1, 2026 and beyond, any required PERS contribution increases or decreases will be implemented by direct salary reduction or increase in the amount indicated by PERS.
 2. Effective January 1, 2027 and beyond, if Nevada PERS takes action to increase the total contribution rate in any single year in an amount equal to or less than six percent (6%) during the term of this Agreement, the RTAA will pay one-half of the increase, and the employee's regular base pay, as well as the Salary Schedule, will be reduced by one-half of the increase.
 3. Effective January 1, 2027 and beyond, if Nevada PERS takes any action to increase the total contribution rate in any single year in an amount greater than six percent (6%) during the term of this Agreement, the RTAA will pay one-half of the increase, and the employee's regular base pay, as well as the Salary Schedule, will be reduced by one-half of the increase. However, the RTAA will increase the employee's regular base pay, as well as the Salary Schedule, by the amount of the reduction that exceeds three percent (3%) on the effective date of the reduction. (For example: if the overall PERS increase = 8%, RTAA pays 4% and the employee's wage is decreased by 4%. The employee's wage and the salary schedule is then subsequently increased by 1%).

ARTICLE 30 – POST EMPLOYMENT HEALTH PLAN

The RTAA has established a Post Employment Health Plan (PEHP), pursuant to Section 501(c) (9) of the Internal Revenue Code permitting such plans. The purpose of the plan is to provide for reimbursement of qualified post-employment expenses for medical insurance, accessible by ~~Sergeants~~ employees who have separated from employment with the RTAA. ~~This Article is effective the beginning of the first full pay period after the signing of this Agreement by the parties:~~

- A. ~~Sergeants~~ Employees will be enrolled in this plan immediately upon promotion/hire into the rank of ~~Sergeant~~ employee.
- B. The RTAA shall make contributions on behalf of the ~~Sergeants~~ employees based on the following funding sources:
1. An amount equal to \$31.00 of each ~~Sergeant's~~ employee's salary per pay period shall be contributed into their plan account.
 2. Once an ~~Sergeant~~ employee has accumulated one hundred and twenty (120) hours of compensatory time, the RTAA shall contribute 100% of that ~~Sergeant's~~ employee's compensatory time in excess of one hundred and twenty (120) hours into their plan account at 100% of their hourly base rate of pay.
 3. If an ~~Sergeant~~ employee has accumulated 880 hours of sick accrual as of the last pay period in October of any year, the RTAA shall contribute annually in December 100% of that ~~Sergeant's~~ employee's sick accrual in excess of 880 hours into their plan account at 100% of their hourly base rate of pay.
 4. On the first pay period each December, the RTAA shall contribute forty (40) hours of each ~~Sergeant's~~ employee's accrued vacation time into their plan account at 100% of their base pay, provided the ~~Sergeant's~~ employee's vacation accrual balance is three hundred and forty (340) hours or more as of the last pay period in November.
- C. The RTAA recognizes that ~~Sergeants~~ employees need to be encouraged to participate actively in their retirement planning and to prepare for the expense of retirement, (i.e. health insurance, etc.). To that end, the RTAA will reimburse ~~Sergeant~~ an employee up to a maximum of \$300 for the services of a certified financial planner to assist the ~~Sergeant~~ employee with the monetary aspects of their retirement. This reimbursement is available to ~~Sergeants~~ employees within the twelve (12) months prior to retirement into the PERS system.

ARTICLE 31 - MISCELLANEOUS BENEFITS

~~The RTAA agrees to continue coverage and pay the full premium for the insurance benefits for the spouse and dependents of a Sergeant killed in the line of duty through the COBRA continuation of coverage provisions. The coverage provided will be the same as the Sergeant had selected that benefit year for spouse and dependent children under the plan offered by the RTAA. Coverage will be continued and paid for by the RTAA for a period of three (3) years after the Sergeant death.~~

A. In accordance with NRS 281.155, the designated beneficiary of an employee who becomes deceased while actively employed by the RTAA will be entitled to all wages, reimbursements and accrued leave payouts the employee would have been entitled to (e.g. vacation and compensatory time), had the employee separated for any other reason. If the deceased employee had not provided People Operations with a designated beneficiary, the final payment will be considered part of the employee's personal estate.

1. If an employee is killed in the line of duty, in addition to the above, all accrued sick leave will be paid to the designated beneficiary at the employee's last hourly base rate of pay.
- ~~2. If the RTAA Sergeants become covered under NRS 617, Health insurance coverage for the spouse and dependent children (if any) of an Sergeant employee killed in the line of duty will be provided until the spouse reaches the age of sixty-five (65) or their remarriage, whichever occurs first (as provided for in as required under NRS 287.021). In addition, the dependent child(ren) will be covered under the same or a replacement benefit plan available to other dependents of Sergeants as allowed under the current plan provisions for dependent coverage.~~

B. If an employee is killed in the line of duty, the RTAA will provide a lump sum payment in the amount of \$20,000 to the employee's designated beneficiary to assist in memorial, funeral, internment and/or other incurred expenses. This payment is in addition to any RTAA provided life insurance benefits the designated beneficiary may be eligible for. If the deceased employee had not provided People Operations with a designated beneficiary, the final payment will be considered part of the employee's personal estate.

ARTICLE 32 – LEGAL REPRESENTATION

As long as an ~~Sergeant~~employee is performing their prescribed and authorized duties ~~at~~for the RTAA, the RTAA shall:

1. In the event that a civil and/or criminal action is served upon any such employee ~~member of the AAPSPA~~, provide legal representation against such action.
2. Representation will not be limited to that of attorney fees, but to those efforts that provide adequate defense measures for the ~~Sergeant~~employee(s).
3. ~~Sergeant~~Employee(s) shall be in regular pay or overtime status during meetings, interviews, depositions, court hearings or other duties affiliated with the defense process as it applies to this Article.

ARTICLE 33 - SECONDARY EMPLOYMENT

~~Sergeants~~ Employees may obtain secondary employment as outlined in the Police department's Secondary Employment policy, that may be amended by the Chief of Police or their designee.

ARTICLE 34 – FITNESS FOR DUTY/ALCOHOL, DRUG AND CONTROLLED SUBSTANCE USAGE

Supporting mental and physical health is essential for the well-being of ~~Sergeants~~ employees. ~~Sergeants~~ Employees experience job-related stressors ranging from interpersonal conflicts to traumatic events. The RTAA agrees to support the wellness of the ~~Sergeants~~ employees through programs such as leaves of absence, vacation, and employee benefits.

- A. **Physical Fitness for Duty.** Each ~~Sergeant~~ employee must maintain a minimum level of physical fitness in order to be capable of performing their duties to protect the public and one another. No ~~Sergeant~~ employee may report for duty physically impaired, injured, or ill to the point they cannot perform the essential and critical functions of their job duties as assigned (this does not apply to work related injuries where a physician has approved an ~~Sergeant~~ employee to work in a modified duty capacity).
- a. An ~~Sergeant~~ employee who has been advised by their physician to limit their duties or not to return to duty, shall notify the Chief of Police or their designee immediately. Any ~~Sergeant~~ employee who attempts to work without notifying a supervisor, the Chief of Police or their designee or should reasonably know they are not fit for duty may be subject to discipline.
 - b. If the Chief of Police or their designee observes behavior, actions, inactions or functional physical limitations that would bring into question the ~~Sergeant~~ employee's ability to carry out the physical requirements of their job, the Chief of Police or their designee may recommend that the ~~Sergeant~~ employee be evaluated for fitness for duty. If People Operations concurs, the ~~Sergeant~~ employee may be referred for a physical exam to determine if they are fit for duty. The nature of the observations may also require a referral for a psychological exam in conjunction with the physical exam (see Psychological Fitness for Duty, below).
 - c. The fitness for duty physical exam will be done by an RTAA selected physician who is familiar with medical screenings for employment as a Peace Officer ~~Police~~ Sergeant. The RTAA will pay for the exam and the ~~Sergeant~~ employee will be paid for their time to perform the exam.
 - d. If, in the opinion of the physician, the ~~Sergeant~~ employee has a limited ability or is unfit for duty, that ~~Sergeant~~ employee will be placed on sick leave until such time as the ~~Sergeant~~ employee is found to be fit for duty by a qualified health care professional.
- B. **Psychological Fitness for Duty.** It is required that all ~~Sergeants~~ employees maintain a reasonable mental and emotional health status. If it is believed that an ~~Sergeant~~ employee's mental and/or emotional health status is compromised, a fitness for duty evaluation may be performed as indicated below.

1. **Annual Behavioral Health Wellness Evaluation.**

- a. The RTAA shall pay for an annual behavioral health wellness visit as provided for in NRS 289.510(1)(c)(6) and regulations promulgated by the Peace Officers' Standards and Training Commission for all ~~Sergeants~~employees to aid in preserving the emotional and mental health of the ~~Sergeant~~employee and to assess conditions that may affect the performance of duties by the ~~Sergeant~~employee.
- b. The wellness visit will be performed by an RTAA selected mental health professional who is familiar with behavioral health for employment as a ~~Police Sergeant~~Peace Officer.
- c. ~~Sergeants~~Employees will be paid for time spent to perform the wellness visit.
- d. ~~A copy of the results of the wellness visit will be placed in the Sergeant's confidential medical file located in People Operations. Documentation of proof of completion of an employee's annual behavioral health wellness visit will be kept on file in People Operations.~~
- e. Any ~~Sergeant~~employee determined to be psychologically unfit for duty will not be returned to full duties until such time as the ~~Sergeant~~employee is found to be fit for duty by a mental health professional. Long term inability to perform the duties of the position may result in a no fault termination from the position.

2. **Referrals.** An ~~Sergeant~~employee may be referred for a fitness for duty evaluation whenever there is reason to believe their behavior and/or conduct is such that their psychological fitness to perform their duties is questioned (e.g. emotional problems, difficulty handling stress, etc.). This also includes possible associated medical issues identified by either the ~~Sergeant~~employee or the RTAA which may affect the ~~Sergeant~~employee's ability to perform their assigned duties (see Physical Fitness for Duty, above).

- a. A fitness for duty evaluation may be conducted upon recommendation by the Chief of Police or their designee and is not part of the RTAA's Employee Assistance Program (EAP). The Chief of Police or their designee will document the reasons for the recommendation and will consult with the Chief People, ~~and~~and Culture ~~and Equity~~ Officer. The reasons for the recommendation provided by the Chief of Police or their designee that will be used to consult with the Chief People, ~~and~~and Culture ~~and Equity~~ Officer is not subject to grievance or challenge by AAPSPA or the employee pursuant under this Agreement and is not intended to be considered as limiting the consultation between the Chief People, ~~and~~and Culture ~~and Equity~~ Officer and the Chief of Police.
- b. If approved, the ~~Sergeant~~employee will be advised of the evaluation and the Chief of Police or their designee will contact the Chief People, ~~and~~and Culture ~~and Equity~~ Officer to coordinate scheduling. Only a licensed mental health

professional with experience in consulting with law enforcement shall be used to conduct the evaluation.

- c. Upon scheduling of the evaluation, the ~~Sergeant~~-employee's participation is mandatory. The ~~Sergeant~~-employee will be expected to cooperate fully, including signing release forms for the evaluator to obtain any relevant records (including medical and mental health records). In addition, the ~~Sergeant~~-employee will cooperate with the evaluator in obtaining any additional relevant information. Any ~~Sergeant~~-employee who refuses to participate or who fails to cooperate with the evaluator shall be subject to disciplinary action.
3. **Evaluation.** Fitness for duty evaluations will include but are not limited to: clinical interviews, relevant psychological testing, physical examination, and other recommended testing.

The RTAA will provide the evaluator with relevant information which may include but is not limited to: observations, notes in the early warning/intervention system, the Chief of Police or their designee's documentation, performance evaluations, prior disciplinary actions, etc. This information is intended to provide background information to aid the evaluator in conducting the fitness for duty examination but is not intended to be considered limiting upon that evaluator's final determination. The information provided by the Chief of Police to aid the evaluator is not subject to grievance or challenge by AAPSPA or the employee pursuant under this Agreement.

- a. In any fitness for duty evaluation, the following factors may be reviewed along with any other relevant issues to include but not limited to the following: cognitive flexibility, emotional control, lawful behavior, ability to command respect, judgment, interpersonal skills, communication skills, and the ~~Sergeant~~-employee's physical and/or mental ability to perform their assigned duties.
- b. The evaluator shall retain the original file of the evaluation. Any evaluation documentation received by the RTAA will only be reviewed and shared as is necessary to determine the ~~Sergeant~~-employee's fitness for duty. Evaluation documentation received shall be kept in the ~~Sergeant~~-employee's confidential medical file in People Operations.
- c. The ~~Sergeant~~-employee may request a second opinion evaluation. This evaluation will also need to be scheduled with a licensed mental health professional with experience in consulting with law enforcement. The RTAA and AAPSPA will select an appropriate evaluator. The second evaluation shall be at the RTAA's expense, and the ~~Sergeant~~-employee will be paid for their time to perform the exam.
- d. In the event of conflicting opinions between the first and second evaluations, a third evaluator will be selected by the RTAA and AAPSPA. The cost of this

evaluation will be shared equally by the RTAA and AAPSPA, and the ~~sergeant~~ employee will be paid for their time to perform the exam.

e. The RTAA will review the/all evaluations and determine if the ~~Sergeant~~ employee is fit or unfit for duty based on the recommendations and opinions documented by the evaluator(s).

4. **Final Decision.** Any ~~Sergeant~~ employee determined to be psychologically fit for duty, will be returned to work. Any ~~Sergeant~~ employee determined to be psychologically unfit for duty will not be returned to full duties until such time as the ~~Sergeant~~ employee is found to be fit for duty by the evaluator. Long term inability to perform the duties of the position may result in a no fault termination from the position.

C. **Alcohol, Drugs, and Controlled Substances.** ~~Sergeants~~ Employees will be subject to the RTAA's Drug Free Workplace Policy, as may be amended as needed by the RTAA. In addition to the provisions contained in the Policy, the RTAA shall implement and carry out a random screening program that will deter irresponsible use of alcohol, legal or illegal controlled substances in the workplace as follows:

1. Up to one (1) employee may be randomly selected and requested to submit for testing for alcohol and/or drug use bi-annually.
2. To ensure random testing is truly random, the RTAA will work with a third party who will employ a random selection system to determine who will be selected for testing. This method will provide an equal chance for each employee to be selected each time random selection occurs. Random selection, by its very nature, may result in an employee being selected in successive selections or more than once in a calendar year. Alternatively, some employees may not be selected in a calendar year. Random selections will be unannounced and spread reasonably throughout the year.
3. People Operations shall then notify the Assistant Chief of Police or designee of the employee(s) to be tested, as well as the location and date of testing. Assistant Chief of Police or designee will escort the employee(s) to the testing. If an employee cannot be served notice in a timely manner, another employee will be randomly selected for testing in the manner described above. Employees will be in a paid status when testing.
4. Employees who refuse to cooperate during the testing will be subject to discipline. Any employee who attempts to alter or cheat the screening process in any manner will be subject to termination proceedings for conduct violations.
5. For purposes of this Article, alcohol and/or drug testing shall utilize a split urine sample. The second half of the sample shall only be used to validate a positive test on the first half of the sample.

6. A positive result on the alcohol and/or drug test may be cause for termination pending an investigation. If the RTAA requests an employee be tested, the RTAA shall pay for the cost of the test(s).

D. Physical Examinations. Effective July 1, 2026, employees may elect to participate in an annual physical examination, in accordance with NRS/NAC 617. Participation in such examinations is voluntary.

1. Examinations conducted pursuant to NRS/NAC 617 will be performed by RTAA-selected providers who are familiar with the requirements under NRS/NAC 617 and experienced in assessing conditions that may affect the performance of duties by a Peace Officer.
2. The RTAA shall pay for the examinations outlined in NRS/NAC 617 for employees who elect to participate, and participating employees will be compensated for all time spent completing the examinations and any related tests.
3. The RTAA will provide advance notice to employees regarding their eligibility for the voluntary examination. Employees who wish to participate will be responsible for scheduling their appointment(s) with the designated provider in a timely manner that ensures minimal disruption to Airport Police Department operations.
4. Upon completion of the examination, a copy of the results and any related test results will be placed in the participating employee's confidential medical file maintained in People Operations.
5. If a participating employee is determined to be physically unfit for duty as a result of the examination, the employee will be subject to the fitness for duty procedures set forth section A of this Article 34.

ARTICLE 35 – SPECIAL ASSIGNMENTS

- A. The RTAA will pay ~~Sergeants~~ employees assigned to a special assignment by the Chief of Police or their designee in accordance with this Article. ~~This Article is effective the beginning of the first full pay period after signing of the Agreement by the parties.~~

The following are considered special assignments:

1. Training/PTO Program Sergeant – Assigned ~~Sergeants~~ employees will be paid an additional five percent (5%) of the ~~Sergeants~~ employee's hourly base rate of pay for all hours worked. Paid time not worked, such as vacation, sick, non-worked holidays, funeral and compensatory time will not be eligible for the additional 5% premium pay. In addition, paid time when not on property is not eligible for the additional 5% premium pay (unless approved by the Chief of Police or their designee).
2. Canine Program Sergeant – Assigned ~~Sergeants~~ employees will be paid an additional five percent (5%) of the ~~Sergeants~~ employee's hourly base rate of pay for all hours worked. Paid time not worked, such as vacation, sick, non-worked holidays, funeral and compensatory time will not be eligible for the additional 5% premium pay. In addition, paid time when not on property is not eligible for the additional 5% premium pay (unless approved by the Chief of Police or their designee).
3. Explosive Detection Canine Handler Sergeant (Canine Handler) - responsible for handling, training and caring for explosive detection canine and for performing Canine Handler duties.
 - a. ~~Sergeants~~ Employees assigned as a Canine Handler will be paid an additional three percent (3%) of the ~~Sergeants~~ employee's hourly base rate of pay for all hours worked. Paid time not worked, such as vacation, sick, non-worked holidays, funeral and compensatory time will not be eligible for the additional 3% premium pay. In addition, paid time when not on property is not eligible for the additional 3% premium pay (unless approved by the Chief of Police or their designee).
 - b. An ~~Sergeant~~ employee assigned as a Canine Handler will record one half (.50) hours of paid time on their time sheet for each day that the Canine Handler performs at-home care, grooming, transportation and feeding of one or more canines.
4. Rapid Response/SWAT Team Member – Responsible for responding to emergency situations on RTAA property that require personnel with higher levels of technical expertise and tactical training. May additionally respond with other tactical teams in the community to major events or emergencies. Employees certified and assigned as Rapid Response/SWAT Team Members will be paid an

additional five percent (5%) of the employee's hourly base rate of pay for time spent engaged in approved Rapid Response/SWAT Team Member events, training, and related activities.

ARTICLE 36 – LONGEVITY PAY

- A. Each ~~Sergeant~~ employee who has completed five (5) years of service with the RTAA will be eligible for longevity pay in addition to their regular salary, beginning the first full pay period after July 1, 2024.
- B. Thereafter, each ~~Sergeant~~ employee that reaches five (5) years of service with the RTAA, will be eligible for longevity pay, to begin the first full pay period after the ~~Sergeant~~ employee reaches five (5) years of service with the RTAA.
- C. ~~Sergeants~~ Employees will earn longevity pay at the rate of one half of one percent (0.5%) for each year of service with the RTAA, up to a maximum payment cap of 12.5%.
- D. Years of service for calculation of longevity pay shall include full time service with the RTAA, excluding time for temporary employment, leave of absence, or lapse of service. For the purposes of longevity pay, an ~~Sergeant~~ employee's rehire date will be used to determine length of service if an ~~Sergeant~~ employee terminates and is then rehired.
- E. Eligible ~~Sergeants~~ employees will receive longevity pay based on their hourly base rate of pay, payable on their biweekly paycheck.
- F. Increases to an ~~Sergeant~~ employee's longevity percentage will begin the start of the first full pay period after the ~~Sergeant~~ employee completes each additional year of service.
- G. The longevity pay of an employee who terminates employment with the RTAA for any reason will be pro-rated based on termination date.

ARTICLE 37 - CONSOLIDATION

The RTAA agrees to negotiate, including binding arbitration, with AAPSPA over the impact and effect on represented employees on any decision to consolidate, contract, subcontract, etc. with any law enforcement department/agency to the extent it implicates any mandatory subjects of bargaining under NRS 288.150(2).

ARTICLE 38 - SAVINGS CLAUSE

- A. This Agreement is the entire agreement of the parties. The parties acknowledge that they have fully bargained with respect to all terms and conditions of employment and have settled them for the duration of this Agreement.
- B. Should any of the provisions of the Agreement become invalid under any State or Federal Law, said provisions shall be modified to comply with said law. However, the remainder of this Agreement shall at all times remain in full force and effect and shall be binding upon the parties signatory hereto.
- C. Attached hereto as Appendix ~~2~~3 are the following side letters, MOUs or similar documents which contain all of the prior agreements, past practices and other understandings which are not otherwise covered by the express terms of this Agreement:
- Side Letter #1: “Grandfathering” of POST Supervisory or higher certification incentive for Keith Bopko, Scott Hansen and Matthew Lietz. ~~Vacation cash-out for Ray Guzman and Keith Bopko.~~
 - ~~Side Letter #2: “Grandfathering” of vacation accrual amount for Cesar Aranda-Torres and Pete Dunbar.~~

ARTICLE 39 - DURATION OF THE AGREEMENT

This Agreement shall be effective July 1, 2023~~6~~⁶, and shall remain in full force and effect through the 30th day of June 202~~6~~⁹ and year to year thereafter unless modified as provided for herein, except that if negotiations are in process and a new Agreement has not been reached by June 30, 202~~6~~⁹, the provisions of this Agreement (except for any wage increase provisions) shall continue in full force and effect until settlement is reached.

- A. By February 1, 202~~6~~⁹, the RTAA and AAPSPA shall submit written notice to each other of their intent to begin negotiations over changes in any one or more of the provisions contained in this Agreement.
- B. The provisions of this Agreement are subject to re-negotiation at any time with the mutual consent of both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement.

**AIRPORT AUTHORITY POLICE
SERGEANTS' PROTECTIVE ASSOCIATION**

**RENO-TAHOE
AIRPORT AUTHORITY**

By: _____
President

By: _____
President/CEO

Date: _____

Date: _____

ATTEST:

By: _____

By: _____
Chief People and Culture Officer

Date: _____

Date: _____

APPENDIX 1

SALARY SCHEDULES

Effective July 1, 202~~3~~6

<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
<u>\$52.14</u>	<u>\$54.75</u>	<u>\$57.48</u>	<u>\$60.36</u>	<u>\$63.38</u>	<u>\$66.55</u>

Effective July 1, 202~~4~~7
(reflects a 2.5% increase)

<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
<u>\$56.12</u>	<u>\$58.92</u>	<u>\$61.87</u>	<u>\$64.96</u>	<u>\$68.21</u>	<u>\$71.62</u>

Effective July 1, 202~~5~~8
(reflects a 2.5% increase)

<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
<u>\$57.52</u>	<u>\$60.40</u>	<u>\$63.42</u>	<u>\$66.59</u>	<u>\$69.92</u>	<u>\$73.41</u>

APPENDIX 2

- Airport Police Sergeant

APPENDIX 3

~~Side Letter #1: Any vacation accrual for Ray Guzman and Keith Bopko above 300 hours as of pay period end 9/24/23, will be paid out at their hourly base rate of pay on their 9/29/23 paycheck.~~

~~Side Letter #2: Cesar Aranda Torres and Pete Dunbar currently accrue 7 hours of vacation per pay period based on the previous Article 23 – Leaves of Absence language. Pete and Cesar will be grandfathered at this accrual rate until they are eligible to move to the next higher accrual amount once they reach 15 years of RTAA service in April and September 2031, respectively, as provided for in the new Article 23 language.~~

Side Letter #1: The below employees are currently receiving an incentive payment of 3% of their hourly base rate of pay, payable on their biweekly paycheck, for possessing a Nevada POST Supervisor certificate or higher. This incentive has been removed from the successor CBA that will become effective July 1, 2026, and employees hired or promoted after this date will not be eligible to receive it. However, the below employees will be “grandfathered” and continue to receive the incentive until their promotion to another classification or their separation of employment from the RTAA:

- Keith Bopko
- Scott Hansen
- Matthew Lietz