

**Carson City Visitors Bureau  
Agenda Report**

**Date Submitted:** 8/3/16

**Agenda Date Requested:** 08/08/16

**Time Requested:** 20 Minutes

**To:** Carson City Visitors Bureau - Board of Directors

**From:** Joel Dunn, Executive Director

**Subject Title:** Performance evaluation and consideration of approval of a compensation adjustment for the CCVB Executive Director.

**Staff Summary:** Possible compensation adjustment for the Carson City Visitors Bureau Executive Director based on an evaluation of performance for the period of June 1, 2015 to May 31, 2016.

**Type of Action Requested:**

Resolution

Ordinance

Formal Action/Motion

Other (Specify) Presentation Only

**Recommended Board Action:**

I move to approve a salary adjustment of \_\_\_% for the Executive Director of the Carson City Visitors Bureau as a result of the performance evaluation for the period of June 1, 2015 to May 31, 2016. The compensation adjustment will be retroactive to the performance review date of \_\_\_\_\_.

**Applicable Statute, Code, Policy, Rule or Regulation:** n/a

**Fiscal Impact:** n/a

**Explanation of Impact:** n/a

**Funding Source:** n/a

**Supporting Material:** None

**Prepared By:** Joel Dunn, Executive Director



[WWW.VISITCARSONCITY.COM](http://WWW.VISITCARSONCITY.COM)

July 21, 2016

Joel Dunn, Executive Director  
Carson City Visitors Bureau  
716 N. Carson Street  
Carson City, NV 89701

Re: Notice Pursuant to NRS 241.033 and NRS 241.034;  
Carson City Visitors Bureau Board Meeting, August 8th, 2016, 4:00 p.m.  
Review of the Executive Director's performance for the period of June 1, 2015 to May 31, 2016, and  
discussion and possible administrative action relating to the employment of Joel Dunn as Executive  
Director for Carson City Visitors Bureau.


Dear Mr. Dunn:

Pursuant to Nevada Revised Statutes (NRS) 241.033 and 241.034, you are being provided notice that at the August 8th Board meeting which begins at 4:00 p.m., the Carson City Visitors Bureau Board will conduct your performance evaluation and consider your professional competence and performance as the Executive Director in an open public meeting. The Board will consider your performance as Executive Director from the period of June 1, 2015 to May 31, 2016.

The Board may also discuss and take administrative action that in a worst case may be adverse to your compensation or continuing employment, without further notice, if the public body determines that such administrative action is warranted after considering your professional competence and performance as the Executive Director.

Sincerely,

Jonathan Boulware, Chairman

Received:   
Joel Dunn, Executive Director

Date: 7/22/16

cc: Carson City Visitors Bureau Board

**CARSON CITY VISITORS BUREAU**  
**EXECUTIVE DIRECTOR**  
**Goals and Performance Measures FY16 – Final Report**

**GOAL**

**1. Drive a Balanced Demand for the Destination**

The CCVB's two-year-long Destination Brand Project has allowed the bureau to move forward with the proper strategic foundation to effectively market and leverage the Carson City brand over the next five years.

- OBJ.** Expand to a two-tier marketing approach (two-tier marketing will broaden the appeal of our product outside what may seem to be their natural market segment)
- PM.** Create four (4) two-tiered marketing campaigns - (V & T Railway - Outdoor Recreation/Events - International Travelers - History - Arts & Culture - Regional Opportunities...)

***Completed** – With the launch of the “Ride Carson City” campaign we have successfully reached target markets outside of the typical campaign efforts by combining the promotion of activities that would be of like similarities*

- OBJ.** Shoulder season promotions (October to May)
- PM.** Create four (4) shoulder season promotions - (Ski and Stay packages - Indoor Sports Tournaments - Snowbird RV's - Christmas Shopping - Regional Opportunities...)

***Completed** – Created the Ski and Stay packages w/ Heavenly and Kirkwood. We launched holiday shopping and shop local videos. Launched a dedicated page highlighting regionally significant events, benefitting from SEO, and showcasing how one can enjoy them from Carson City*

- OBJ.** Attract events for the MAC
- PM.** Attract three (3) events for the MAC - Volleyball, Basketball, Futsal, Specialty Shows (rock & gem, coins, jewelry...), Specialty Competitions (robotics, Legos, art, tattoo...)

***Partially Completed** – We attracted two events that booked the MAC for events with the potential to drive room nights. Basketball as the first and the second was the Nevada Youth State Wrestling Championships. This event brought over 350 wrestlers and their families to Carson City. We are finalizing a marketing campaign for the MAC to include printed collateral, video, photography and web based resources targeted at event promoters. We applied and received a 10k grant to establish a marketing campaign for the MAC.*

- OBJ.** Influencer Marketing  
**PM.** Create an alliance with four (4) regional influencers that are looked to for insight and recommendations in regard to information.

*Completed – The CCVB has created working relationships with several regional influencers Reno Tahoe Territories (RTT) Local Businesses, Business Alliance Network (BAN) and citizens (Ride Carson City) that provide organic content on our regional offerings. Participation and engagement in Social Media platforms has increased creating a positive flow of information from Carson City out to the rest of our markets and opened up new markets.*

## **GOAL**

### **2. Enhance the Brand and Steward the Destination Experience**

- OBJ.** Create a Carson City Visitor Ambassador Outreach Program (CCVB VAP)  
**PM.** Hire and train four (4) Visitor Ambassadors for the CCVB VAP program.

*Completed – The CCVB introduced the VAP program during events. The VAP's greeted and talked to visitors coming into town for the Comstock Shootout, the Youth Trap Shoot Competition, and a Youth Swim Meet Competition, all held at different locations throughout Carson City. VAP's welcomed them to Carson City, and encouraged them to see the rest of Carson City and utilize our mobile app. A physical copy of our Visitor's Guide was also provided for those who did not have mobile devices.*

- OBJ.** Yearly Social Media Symposium  
**PM.** Host a (1) Regional Social Media Symposium for local stakeholders, influencers and the Carson City business community.

*Completed – Hosted in April, the symposium brought 30+ businesses and organizations together to hear 7 speakers over the 2 day symposium.*

- OBJ.** Foster greater cooperation with the private sector in an effort to provide a world-class visitor experience. This includes leveraging technology to help non-English speaking visitors and do more to help small businesses tap into this expanding market opportunity.

*In Progress – One of the future BAN topics is learning how to say Hello and welcome in the foreign languages most likely to be heard in Carson City from visitors*

- OBJ.** Protect and elevate a strong brand image for Carson City as a thriving visitor destination.

*Completed – Hundreds of new images showcasing the Carson City experience have been created, in addition to video content highlighting attractions and businesses. Such imagery is used extensively through Social Media, Newsletters, Press Releases, Digital promotion and print advertising.*

*Participated in the international market at the Governor's Conference on Tourism interacting with 25 tour operators from 8 different countries to increase exposure abroad of Carson City offerings.*

- OBJ.** Expand the Carson City “Be Our Guest” Program to include a free interactive learning workshop and tour specifically designed to inform and educate local employees and community members about the Carson City brand. (local employees, servers, hotel concierges, front desk staff, Downtown Carson City Ambassadors, taxi drivers, hotel General Managers, police officers, local residents, city leaders, business owners and more ).
- OBJ.** Gather local stakeholders, City staff, businesses, related associations, police, fire and environmental groups to brainstorm ideas for how to improve the Carson City Experience for visitors and residents alike.
- PM.** Create a CCVB Business Alliance Network (BAN) and host a CCVB BAN training symposium and satellite training sessions.

*Completed – BAN has reached hundreds of business owners and front line staff with monthly training sessions, access to marketing collateral, and education on attractions to provide a better experience for visitors and locals. Increased efficiency for event promoters through multiple master project review (MPR) meetings with essential city departments in preparation for new events.*

## **GOAL**

### **3. Actively Champion the Value of Tourism**

- OBJ.** Create additional strategic partnerships and relationships
- OBJ.** Advocate communication to champion the importance and economic value of tourism on a local and regional level.
- PM.** Create a CCVB Business Alliance Network (CCVB BAN) and host a CCVB BAN training symposium and satellite training sessions.

*Completed – BAN has been successful providing marketing education, communicating the power of tourism, and presenting opportunities for local businesses since the start of 2016 with 5 education based meeting at various tourism related attractions throughout Carson City. New strategic partnerships have been created with Tahoe Weekly and Mountain Resort Television for increased organic exposure throughout Reno, Tahoe, and surrounding areas. Partnerships through participation in BAN has increased participation on Social Media and created a more robust social impact  
Placement of Chris McQueary on Reno Tahoe Territory Board*

## **GOAL**

### **4. Attract Additional Special Events and increase Special Event Visitors**

- OBJ.** Attract an additional regional event
- PM.** Attract one (1) additional regional event. (a regional event is one that exceeds the total number of rooms available in Carson City).

*Completed – The CCVB successfully created two regional events with the Inaugural Carson City Off-Road (Epic Rides – 5 year contract) and the CTR Rockabilly Riot.*

- OBJ.** Increase current attendance at special events

**PM.** Increase visitor attendance for Nevada Day, Nevada Fair, Sports Tournaments, Street Vibrations, Hot August Nights, Taste of Downtown and Jazz & Beyond. Create a measurable increase in associated room nights associated with these special events.

*Completed – The CCVB has provided/offered additional marketing (social media, design work, printing, interviews and press releases, ticket sales, video and photography) for events in Carson City in an effort to increase awareness. Occupancy rate shows success. The CCVB has entered into a memorandum of understanding to provide marketing assistance to the Nevada Day Inc.*

## **GOAL**

### **5. Increase Operational Revenue (NON-TOT)**

**OBJ.** Create a business alliance network (BAN)

**OBJ.** Create new advertisement and marketing opportunities for local businesses catering to visitors.

*Completed – Presented BAN businesses with enhanced marketing opportunities w/ Tahoe Weekly, Mountain Resort Television, 2016 Visitors Guide. As well as opportunities to promote during events through print advertisements or participation.*

**PM.** Create a CCVB Business Alliance Network (CCVB BAN) and host a CCVB BAN training symposium and satellite training sessions.

**OBJ.** Increased revenue from CCVB Visitor Store.

**PM.** Increase FY16 revenue (5%) with the implementation of the CCVB online store.

*Completed – The CCVB Visitors Store increased revenue 36.8% during FY16. Providing ticket sales for any/all events has provided additional traffic both online and walk-ins. The store is continuing to expand its retail offerings to continue an upward trend. Expanded products (tickets, unique merchandise, etc) offered through the store.*

## **GOAL**

### **6. Increased Utilization of New Technology - Research and Development**

**OBJ.** Create an interactive map and integrate it with our CCVB website and mobile app allowing visitors to create an individualized itinerary based on the personal interests.

**PM.** Integrate an interactive mapping feature to both the CCVB website and mobile app

*In Progress – The CCVB received a 10k grant for the integration of an interactive mapping feature to both the CCVB website and mobile app. The CCVB is working with industry professionals to develop a state-of-the-art interactive mapping program for the CCVB platforms.*  
*Completed – Audio tour of the Blue Line Trail recorded and uploaded to the App*

**OBJ.** Create interactive visitor information kiosks in strategic locations throughout Carson City. Incorporate our interactive map and CCVB website into the community visitor information kiosks.

**PM.** Install CCVB Visitor Information Kiosks in strategic locations in Carson City.

*In Progress – The CCVB successfully worked with Visit Apps to develop the IOS platform currently used with our mobile app to be integrated into community kiosks. The CCVB will be working with the City’s IT Department in collaboration with their “Smart City” initiative in the installation of the community kiosks serving not only visitors but also the residents of Carson City.*

## **GOAL**

### **7. Governmental Per-Diem Rate/ Lodging Properties**

**OBJ.** Work with the United States General Services Administration (GSA) to establish the correct property selection criteria, time frame of data and seasonality for reporting of ADR. Identify all regional data used by the GSA that has an impact on the governmental per-diem rate.

**PM.** Increase 2016/17 Per-Diem rate for Carson City.

*In Progress – The CCVB anticipates an increase in our 2016/17 Per-Diem rate based on the continuation of the ADR increase from our mid-level properties.*

**OBJ.** The CCVB will hold quarterly lodging meetings to ensure that our destination remains competitive and to keep partner communications open, providing an update on partnership opportunities, industry trends to help develop effective rate management plans that keep hotels full year round.

**PM.** Quarterly Lodging Meetings

*In Progress – The CCVB held 5 lodging property meeting over the past 6 months to address concerns and changes effecting properties. Although the attendance is increasing, the CCVB will make an effort to get all properties involved in the process. Several properties participated in BAN trainings creating continued networking with the CCVB.*