



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

AGENDA

Board Meeting

Lake Tahoe Incline Village Crystal Bay Visitors Bureau Wednesday September 19th, 2018 3pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday September 19th, 2018 beginning at 3:00pm. The meeting will be held at the Incline Village Crystal Bay Visitor Bureau office located at 969 Tahoe Blvd, Incline Village, NV 89451.

Public Comment will be at the beginning and ending of this meeting, and is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. Agenda items may be taken out of order, may be combined for consideration by the Board, and may be removed from the Agenda at any time. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the IVCBVB clerk at the beginning of the meeting. Comments based upon viewpoint may not be restricted by the Board.

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|---|--------------------------------|
| I. Call to Order/Roll Call | Blane Johnson |
| II. PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting. | Blane Johnson |
| III. Approval of Agenda (For Possible Action) | Blane Johnson |
| IV. Approval of July 18th Board Minutes (For Possible Action) | Blane Johnson |
| V. Review of Final FYE 2017/18 Financial Statements (15 min)
(For Possible Action) | Brad Capurro/A. Chapman |
| VI. Review of August 2018 Financial Statements (10 min)
(For Possible Action) | Andy Chapman |
| VII. Appointment of IVCB Representative on TMA Board (10 min)
(For Possible Action) | Blane Johnson |
| VIII. Dean Runyan Travel and Tourism Economic Study (15 min)
(For Possible Action) | Andy Chapman |
| IX. Review of CEO FY 2018/19 Strategic Goals (30 min)
(For Possible Action) | Blane Johnson |
| X. Review of September Dashboard Report (10 min) | Andy Chapman |
| XI. Coop Departmental Reports
a. Conference Sales | Andy Chapman |

Board Agenda

- b. Leisure Sales
- c. Website Content
- d. Communications/Social
- e. Advertising

XII. Management Reports

Staff

- a. Operations Report
- b. Business Development Manager Report
- c. President/CEO

XIII. Old Business

Blane Johnson

- a. Interbike – October 15th – 20th
- b. IVCB Transportation Discussion
- c. IVCB 2019 Fireworks Update

XIV. New Business

Blane Johnson

- a. Joint IVCBVB & NLTRA Board Meeting – October 17th

XV. Director Comments

Blane Johnson

XVI. PUBLIC COMMENT – Pursuant to NRS 241.020

Blane Johnson

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

XVII. Adjournment – (For Possible Action)

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.

Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

July Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, July 18, 2018, 3pm

I. Call to Order/Roll Call

Blane Johnson

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:03 pm by Chair Johnson. Roll call was taken, and the following members were present: Bill Wood, Michael Murphy, Heather Bacon, Blane Johnson. The following IVCBVB employees were present: Andy Chapman, CEO/President; and Greg Long, Director of Operations. The following guests were present: Geno Menchetti, legal counsel.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Blane Johnson

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

Andy Chapman shows off “Poppy Award” for best marketing initiative to the board. Greg Long introduces the new Guest Service Specialist, Brian Judkins, to the board.

III. Approval of Agenda (For Possible Action)

Blane Johnson

Motion to approve the Agenda by Bill Wood. Second by Heather Bacon. Approved.

IV. Approval of June Board Minutes (For Possible Action)

Blane Johnson

Motion to approve the May Board Meeting Minutes by Bill Wood. Second by Michael Murphy. Approved.

V. Partnership Special Event Funding Recommendation.

Andy Chapman

CEO Chapman intro: Special event funding in budget. Applications due June 29th. Applications ranged from \$105,000-\$107,000 which is above our budget. Committee got together to reviewed applications and made the recommendations: Below are the organizations receiving the funding.

- RW and Tahoe Blue
- Thunderbird Lodge
- Classical Tahoe
- 6237 Adventures
- Lake Tahoe Shakespeare Festival
- Crystal Bay Club
- Tahoe Biltmore
- ICBA

The funding totals \$75,000.

Heather Bacon had a question about RWTB in regard to next year. CEO Chapman discussed upcoming meetings about the continuation of the fireworks and how they can more effectively handled in the future.

Motion to approve the Partnership Special Event Funding by Bill Wood. Second by Michael Murphy. Approved.

VI. Review of Draft FYE 2017/2018 Financial Statements **Andy Chapman**

CEO Chapman reviewed the status of the FYE Financial Statements. The CPA will attend the Sept. 2018 Board Meeting to present final FYE 2017/2018 financial statements and performance.

VII. Review of July Dashboard Report **Andy Chapman**

CEO Chapman reviewed the highlights of the July Dashboard Report.

VIII. CEO Salary & Performance Evaluation **Heather Bacon**

Heather Bacon discusses process involved in evaluating CEO Chapman. Board then discusses options for performance raise and compensation package as a whole. CEO Chapman scored above average in all of the evaluations complied by the Board of Directors. CEO Chapman referenced DMA research on compensation for CEO's is similarly sized DMO's. CEO Chapman was awarded with a 5% increase in base salary and an opportunity for performance bonuses of 10-20% based on a future discussion of those measurements.

Motion to approve the CEO Salary and Performance evaluation by Michael Murphy. Second by Heather Bacon. Approved.

IX. Coop Departmental Reports **Andy Chapman**

- a. Conference Sales (in packet)
- b. Leisure Sales (in packet)
- c. Website Content (in packet)
- d. Communications/Social (in packet)
- e. Advertising (in packet)

X. Management Reports **Andy Chapman**

- a. Operations Report (in packet)
- b. Business Development Manager Report (in packet)
- c. President/CEO (in packet)

XI. Old Business **Blane Johnson**

CEO Chapman thanks Michael Murphy and the Hyatt for their efforts in making sure the fireworks happen. He also discusses future meetings in regards to RWTB for next year.

XII. New Business

Blane Johnson

CEO Chapman discusses changing the dark board meeting month of August to July next year. It is also discussed to have scheduled months where items are included on the agenda, so it is know when items will be discussed.

CEO Chapman discusses the possible legislative change in in regard to vacation rentals and how it needs to be watched.

CEO Chapman discusses TMA board change. Who should the IVCBVB appoint to that open position? Will discuss at future meeting.

Greg Long discusses lease renewal with RSCVA.

XIII. Director Comments

Blane Johnson

N/A

XIV. PUBLIC COMMENT – Pursuant to NRS 241.020

Blane Johnson

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

N/A

XV. Adjournment – (For Possible Action)

Motion to adjourn by Bill Watson. Second by Heather Bacon. Adjourned. 4:53pm

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.

Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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*INCLINE VILLAGE - CRYSTAL BAY
VISITORS & CONVENTION BUREAU*

FINANCIAL STATEMENTS

DRAFT
JUNE 30, 2018

PREPARED BY: BRADFORD R. CAPURRO, CPA, LTD.

ACCOUNTANT'S COMPILATION REPORT

To The Board of Directors
Incline Village - Crystal Bay
Visitors & Convention Bureau
Incline Village, Nevada

Management is responsible for the accompanying financial statements of the Incline Village, Crystal Bay Visitors and Convention Bureau (a nonprofit organization), which comprise the Statement of Financial Position as of June 30, 2018, and the related Statement of Activities for the year then ended, in accordance with accounting principles generally accepted in the United States of America. I have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. I did not audit or review the financial statements, nor was I required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, I do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all of the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position, results of operations and changes in net assets. Accordingly, these financial statements are not designed for those who are not informed about such matters.

A Statement of Cash Flows for the year ended June 30, 2018, has not been presented. Accounting principles generally accepted in the United States of America require that such a statement be presented when the financial statements purport to present financial position and results of operations.

DRAFT

Bradford B. Capurro, CPA, LTD
September 7, 2018

INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF FINANCIAL POSITION
June 30, 2018

ASSETS

Current Assets

Cash in Checking & Money Market Accounts	\$407,239.35
Accounts Receivable	22,736.85
Petty Cash Funds	1,200.00
Merchandise Inventory at Cost Basis	14,935.58

Total Current Assets	446,111.78
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Fixed Assets

Office Furniture	70,198.68
Office Equipment	89,758.92
Building Improvements	4,838.41
Accumulated Depreciation	(153,298.00)

Total Fixed Assets	11,498.01
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Total Assets	\$457,609.79
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LIABILITIES AND NET ASSETS

Current Liabilities

Accounts & Credit Cards Payable	\$73,624.54
Accrued Vacation Payable	2,973.82

Total Liabilities	76,598.36
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Net Assets

Contributed Capital	7,492.00
Fund Balance - Unrestricted	373,519.43

Total Net Assets	381,011.43
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Total Liabilities and Net Assets	457,609.79
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See Accountant's Compilation Report

INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF ACTIVITIES
For the Year Ended June 30, 2018

Revenues

Lodging Room Tax Funding	\$1,514,497.13
Interest Income	470.44
On-Hold Messaging	400.00
Miscellaneous Income	662.30
Consignment Sales - Net	317.50
Grants	10,000.00
Merchandising/Concierge	343,855.82
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Total Revenues	1,870,203.19

Management & General Expenses

Staff Wages	327,606.34
Employers Insurance of Nevada	848.00
Federal & State Unemployment	2,374.14
Fica/Medicare Payroll Taxes	8,534.89
Public Employees Retirement System	79,094.53
Health Insurance	38,058.40
Employee Training	5,597.50
Utilities	7,565.23
Bank & Credit Cards Fees	18,392.65
Office Supplies & Expenses	8,372.62
Maintenance & Janitorial	15,593.45
IT - Computer Expenses	3,590.50
Postage & Freight	762.45
Communications	10,972.03
Printing Expense	97.58
Building Repairs & Insurance	8,211.02
Legal Services	31,158.00
Accounting & Payroll Expenses	5,903.75
Contract Services	1,548.00
Equipment Leases & Maintenance	3,164.94
Miscellaneous Expenses	152.21
Dues & Subscriptions	4,674.12

See Accountant's Compilation Report

INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF ACTIVITIES
For the Year Ended June 30, 2018

Management & General Expenses (continued)

Licenses & Fees	382.75
Local Travel	706.34
Meeting Expenses	5,487.90
Rent - Storage Unit	2,728.00
Depreciation	5,119.00

Total Management & General Expenses	596,696.34
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Program Service Expenses

Hospitality - In Market	7,415.68
Advertising - Co-Op	930,000.00
Remote Office Expenses	42,000.00
Travel & Lodging	6,532.39
Registrations	1,059.00
Regional Marketing Program	11,993.27
Sponsorship & Grant Expense	58,000.00
Shuttle Subsidy/Sponsorship	26,500.00
On-Hold Messaging	1,479.88
Merchandise/Concierge Costs	288,112.02

Total Program Service Expenses	1,373,092.24
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Total Expenses	1,969,788.58
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Decrease in Net Assets	(99,585.39)
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Net Assets - June 30, 2017	480,596.82
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Net Assets - June 30, 2018	\$381,011.43
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See Accountant's Compilation Report

August 2018 Financial Summary Report

August Month End Variance Report

REVENUE

- 46000 Merch Sales: 3% under budget due to lower retail sales.
- R277 Concierge Sales: Down 7% due to lower tour sales.
- R250 Fund Transfer: 11% over budget due to higher June TOT collections.

EXPENSES

- 0451 Legal & Accounting: Over budget due to FYE 2017/18 CPA expenses.
- 0504 Registration: Over budget due to timing of staff event registration.
- 0609 Sponsorship: Under budget due to timing of payments.
- 0691 Shuttle Subsidy: Over budget due to timing of payments.
- 0751 Concierge Expense: Over budget due to higher vendor revenue payments.

August Year to Date Variance Report

REVENUE

- R277 Concierge Sales: 4% under budget due to lower tour sales.
- R250 Fund Transfer: 7% over budget due to higher TOT collections.

EXPENSES

- 0690 Sponsorship: Under budget due to payment timing for grants/sponsorships.
- 0691 Shuttle Subsidy: Over budget due to timing of payments.

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

August 2018

	Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	7,243.05	7,502.67	-259.62	96.5%
R277 · Concierge	78,400.55	84,315.81	-5,915.26	93.0%
R290 · Consignment Sales	24.00	0.00	24.00	100.0%
Total POS Sales	85,667.60	91,818.48	-6,150.88	93.3%
R250 · Fund Transfers	174,939.90	157,126.12	17,813.78	111.3%
R252 · Interest Income	61.74	16.77	44.97	368.2%
R270 · Miscellaneous Revenue	2.40	90.91	-88.51	2.6%
Total Income	260,671.64	249,052.28	11,619.36	104.7%
Cost of Goods Sold				
50000 · Cost of Goods Sold	3,547.06	3,902.74	-355.68	90.9%
Total COGS	3,547.06	3,902.74	-355.68	90.9%
Gross Profit	257,124.58	245,149.54	11,975.04	104.9%
Expense				
0305 · Payroll	34,571.96	35,000.00	-428.04	98.8%
0314 · State Employer Taxes	96.37	89.85	6.52	107.3%
0315 · Federal Unemployment	23.73	39.27	-15.54	60.4%
0316 · Public Employees Retirement Sys	6,583.91	7,180.30	-596.39	91.7%
0319 · Employer Medicare/Soc Sec	1,338.29	800.60	537.69	167.2%
0320 · Health Insurance	2,657.63	3,609.87	-952.24	73.6%
0400 · Utilities				
0401 · Utilities- Electric	170.71	149.02	21.69	114.6%
0402 · Utilities-Gas & Heat	29.42	31.24	-1.82	94.2%
0403 · Utilities- Water & Refuse	332.66	320.15	12.51	103.9%
Total 0400 · Utilities	532.79	500.41	32.38	106.5%
0405 · Bank & Cr Card Charges	3,740.95	3,383.46	357.49	110.6%
0410 · Office Supplies & Expenses	79.32	293.89	-214.57	27.0%
0411 · Maintenance/Janitorial	1,370.97	1,200.00	170.97	114.2%
0412 · IT - Computers	74.51	354.50	-279.99	21.0%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	-159.90	60.00	-219.90	-266.5%
0421 · Communications	868.59	966.43	-97.84	89.9%
0422 · Printing Expenses	0.00	45.45	-45.45	0.0%
0430 · Building Repairs & Insurance	0.00	369.66	-369.66	0.0%
0451 · Legal & Accounting Services	4,009.00	2,947.50	1,061.50	136.0%
0460 · Contract Services	531.00	375.00	156.00	141.6%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	0.00	350.00	-350.00	0.0%
0470 · Misc. Expenses	0.00	169.68	-169.68	0.0%
0473 · Dues & Subscriptions	205.00	205.00	0.00	100.0%
0474 · License & Fees	0.00	12.78	-12.78	0.0%
0501 · Travel & Lodging	942.18	0.00	942.18	100.0%
0504 · Registrations	1,381.50	0.00	1,381.50	100.0%
0505 · Local Transportation/Car	94.27	42.28	51.99	223.0%
0507 · Meeting Expenses	375.89	740.00	-364.11	50.8%
0601 · Hospitality in Market				
0601.5 · In House	39.53	118.69	-79.16	33.3%
0601 · Hospitality in Market - Other	-21.53	500.00	-521.53	-4.3%
Total 0601 · Hospitality in Market	18.00	618.69	-600.69	2.9%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

August 2018

	Aug 18	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	78,898.00	78,898.00	0.00	100.0%
0623 · Regional Marketing Programs	543.80	800.00	-256.20	68.0%
0650 · Payroll Expense	105.00	115.50	-10.50	90.9%
0690 · Sponsorship	500.00	6,818.00	-6,318.00	7.3%
0691 · Shuttle Subsidy/Sponsorship	8,926.00	2,364.00	6,562.00	377.6%
0730 · Special Promotional Items	20.00	0.00	20.00	100.0%
0733 · On-Hold Messaging	127.27	124.80	2.47	102.0%
0751 · Concierge Expense	69,743.82	68,504.33	1,239.49	101.8%
51100 · Freight and Shipping Costs	214.53	0.00	214.53	100.0%
59900 · POS Inventory Adj -Merchandise	161.69	0.00	161.69	100.0%
Total Expense	222,076.07	220,488.34	1,587.73	100.7%
Net Ordinary Income	35,048.51	24,661.20	10,387.31	142.1%
Net Income	35,048.51	24,661.20	10,387.31	142.1%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July through August 2018

	Jul - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	15,950.60	16,210.22	-259.62	98.4%
R277 · Concierge	157,382.95	163,298.21	-5,915.26	96.4%
R290 · Consignment Sales	68.00	0.00	68.00	100.0%
Total POS Sales	173,401.55	179,508.43	-6,106.88	96.6%
R250 · Fund Transfers	269,693.23	251,879.45	17,813.78	107.1%
R252 · Interest Income	116.89	71.92	44.97	162.5%
R270 · Miscellaneous Revenue	2.40	90.91	-88.51	2.6%
Total Income	443,214.07	431,550.71	11,663.36	102.7%
Cost of Goods Sold				
50000 · Cost of Goods Sold	7,746.74	8,102.42	-355.68	95.6%
Total COGS	7,746.74	8,102.42	-355.68	95.6%
Gross Profit	435,467.33	423,448.29	12,019.04	102.8%
Expense				
0305 · Payroll	64,709.02	65,137.06	-428.04	99.3%
0313 · Employers Insurance of Nevada	858.00	850.00	8.00	100.9%
0314 · State Employer Taxes	210.63	204.11	6.52	103.2%
0315 · Federal Unemployment	47.80	63.34	-15.54	75.5%
0316 · Public Employees Retirement Sys	13,028.64	13,625.03	-596.39	95.6%
0319 · Employer Medicare/Soc Sec	2,498.03	1,960.34	537.69	127.4%
0320 · Health Insurance	6,287.10	7,239.34	-952.24	86.8%
0400 · Utilities				
0401 · Utilities- Electric	339.33	317.64	21.69	106.8%
0402 · Utilities-Gas & Heat	66.79	68.61	-1.82	97.3%
0403 · Utilities- Water & Refuse	645.13	632.62	12.51	102.0%
Total 0400 · Utilities	1,051.25	1,018.87	32.38	103.2%
0405 · Bank & Cr Card Charges	6,410.90	6,053.41	357.49	105.9%
0410 · Office Supplies & Expenses	164.52	379.09	-214.57	43.4%
0411 · Maintenance/Janitorial	2,561.49	2,390.52	170.97	107.2%
0412 · IT - Computers	175.00	454.99	-279.99	38.5%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	180.12	400.02	-219.90	45.0%
0421 · Communications	1,813.55	1,911.39	-97.84	94.9%
0422 · Printing Expenses	0.00	45.45	-45.45	0.0%
0430 · Building Repairs & Insurance	3,126.00	3,495.66	-369.66	89.4%
0451 · Legal & Accounting Services	7,130.50	6,069.00	1,061.50	117.5%
0460 · Contract Services	531.00	375.00	156.00	141.6%
0461 · Remote Offices	7,000.00	7,000.00	0.00	100.0%
0462 · Equipment Lease & Maint.	131.22	481.22	-350.00	27.3%
0470 · Misc. Expenses	133.50	303.18	-169.68	44.0%
0473 · Dues & Subscriptions	1,790.00	1,790.00	0.00	100.0%
0474 · License & Fees	36.00	48.78	-12.78	73.8%
0501 · Travel & Lodging	1,501.06	558.88	942.18	268.6%
0504 · Registrations	1,896.22	514.72	1,381.50	368.4%
0505 · Local Transportation/Car	129.15	77.16	51.99	167.4%
0507 · Meeting Expenses	481.34	845.45	-364.11	56.9%
0601 · Hospitality in Market				
0601.5 · In House	233.91	313.07	-79.16	74.7%
0601 · Hospitality in Market - Other	-21.53	500.00	-521.53	-4.3%
Total 0601 · Hospitality in Market	212.38	813.07	-600.69	26.1%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July through August 2018

	Jul - Aug 18	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	145,968.00	145,968.00	0.00	100.0%
0623 · Regional Marketing Programs	1,052.63	1,308.83	-256.20	80.4%
0650 · Payroll Expense	210.00	220.50	-10.50	95.2%
0690 · Sponsorship	10,500.00	16,818.00	-6,318.00	62.4%
0691 · Shuttle Subsidy/Sponsorship	8,926.00	2,364.00	6,562.00	377.6%
0730 · Special Promotional Items	20.00	0.00	20.00	100.0%
0733 · On-Hold Messaging	254.54	252.07	2.47	101.0%
0751 · Concierge Expense	141,121.92	139,882.43	1,239.49	100.9%
4000 · Reconciliation Discrepancies	23.00	0.00	23.00	100.0%
51100 · Freight and Shipping Costs	509.60	0.00	509.60	100.0%
59900 · POS Inventory Adj -Merchandise	86.97	0.00	86.97	100.0%
Total Expense	432,767.08	430,928.00	1,839.08	100.4%
Net Ordinary Income	2,700.25	-7,479.71	10,179.96	-36.1%
Net Income	2,700.25	-7,479.71	10,179.96	-36.1%



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

MEMORANDUM

Date: September 19, 2018
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: IVCBVB TNT/TMA Appointment

Background

As discussed earlier this year with the Board, Staff has been working with the Truckee North Tahoe/Transportation Management Association on their board seats and representation from the Incline Village/Crystal Bay area. Historically, there has been a membership elected position from IVCB on the TMA board. However, we expressed our interest with the TMA executive committee in having a dedicated seat appointed by our organization. This change was recommended and approved by the TMA membership in July. Our appointed representative will be seated at the TMA's October meeting.

Requested Action

Pending discussion, Staff requests Board to provide direction and action on our Incline Village Crystal Bay representative to serve on the TMA board of directors and to direct staff to draft a letter to the TMA board requested our representative be seated at their October meeting.

VII-1



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

MEMORANDUM

Date: September 19, 2018
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: Dean Runyan Economic Significance of Travel Research Report

Background

Dean Runyan and Associates is a well-regarded research firm working in the tourism industry through the United States. Staff has worked with Dean Runyan for many years in the development and creation of the NLTRA's North Lake Tahoe Economic Significance of Travel report that most recently was revised in 2016. This report takes an in-depth look travel economic impacts as it relates to overall tourism spending, tax receipts and jobs. However, the current report only takes in consideration the California side of the North Shore tourism industry.

Staff has reached out to Dean Runyan to complete an Economic Study on the Nevada side of North Lake Tahoe to provide in-depth tourism impacts. This will allow North Lake Tahoe as a region to look at complete data on our tourism impacts.

Requested Action

Staff will provide an overview of the most recent California report and requests board action to contract with Dean Runyan on a Nevada data report.



833 SW 11th Ave., Suite 920, Portland OR 97205
503.226.2973 FAX 503.226.2984
www.deanrunyan.com

Professional Services Agreement

This agreement between Dean Runyan Associates (DRA) and the Incline Village Crystal Bay Visitors Bureau (IVCBVB) is for travel and tourism economic analysis regarding the North Lake Tahoe Region of Washoe County, Nevada.

I. SCOPE OF WORK

The scope of professional services to be performed and the results to be achieved by DRA is described in the attached Exhibit A, and shall include all services and material necessary to accomplish the work.

DRA agrees that all services performed under this Agreement shall be in accordance with the standards of the profession and in compliance with applicable federal, state and local laws.

The Scope of Work and the associated budget may be amended upon written approval of both parties.

II. OWNERSHIP OF DOCUMENTS

Upon completion of the work, all report documents, exhibits or other presentations of the work shall become the property of the IVCBVB. However, any alteration or reuse of the documents, by the IVCBVB or by others acting through or on behalf of the IVCBVB, will be at the IVCBVB's sole risk. Furthermore, any publication or distribution of such altered material shall indicate authorship by the IVCBVB or by a designated third party, with an appropriate reference to the original DRA documents.

III. TIME OF PERFORMANCE

DRA will begin work upon execution of this Agreement by both parties. DRA shall perform all services and provide all work products required pursuant to this agreement by 31 December, 2018, assuming execution of this agreement by 31 August 2018 and the draft report materials are reviewed by the IVCBVB in a timely manner, and unless extension of such time is granted in writing by the IVCBVB.

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IV. PAYMENT

The IVCBVB shall pay DRA for completed and services rendered under this agreement. Such payment shall be full compensation for work performed, services rendered, and all fees and travel costs necessary to complete the work.

- a) DRA shall submit invoices to the IVCBVB on a periodic basis, with the amounts due based on partial for full completion of project tasks.
- b) DRA's invoices are due and payable within 30 days of receipt. In the event of a disputed billing, only the disputed portion will be withheld from payment.
- c) Final payment for the balance due to DRA will be made upon the completion of the work and acceptance by the IVCBVB.

V. MAXIMUM COMPENSATION

Unless otherwise agreed to in writing by both parties, DRA's total compensation and reimbursement under this Agreement shall not exceed the maximum sum of \$26,900. A breakout of cost by task, which will be used for invoicing purposes, appears in Exhibit B.

VI. CHANGES IN WORK

Other than changes directed by the IVCBVB as set forth in Section I above, either party may request changes in the scope of work. Such changes shall not become part of this Agreement until mutually agreed upon and incorporated herein by written amendments to this Agreement executed by both parties.

VII. EXTRA WORK

The IVCBVB may desire to have DRA perform work or render services in connection with this project that are in addition to the Scope of Work set forth in Exhibit A and minor revisions to satisfactorily completed work. Such work shall be considered as "Extra Work" and shall be addressed in a written supplement to this Agreement. The IVCBVB shall not be responsible for paying for such extra work until both parties execute the written supplement.

VIII. TERMINATION OF AGREEMENT

- a) The IVCBVB may terminate this Agreement at any time upon not less than ten (10) days written notice to DRA. Written notice will be by certified mail sent to DRA.
- b) In the event this Agreement is terminated prior to the completion of the work, a final payment shall be made to DRA, which when added to any payments previously made, shall compensate DRA for the percentage of work that has been completed for each project task.
- c) In the event this Agreement is terminated prior to completion of the work, documents that are the property of the IVCBVB pursuant to Section II above shall be delivered to and received by the IVCBVB prior to transmittal of final payment to DRA.

IX. RESOLUTION OF DISPUTES

In the case that either the IVCBVB or DRA disputes one or more items regarding scope of work or compensation, and discussions are unable to resolve the disagreement, both parties must agree that the services of a professional mediator be engaged in order to reach agreement. In the event of such an agreement, the cost of these services will be borne equally by DRA and the IVCBVB.

X. EXHIBITS AND SIGNATURES

This Agreement, including its exhibits, constitutes the entire Agreement, supersedes all prior written or oral understandings, and may only be changed by a written amendment executed by both parties. The following exhibits are hereby made a part of this Agreement:

Exhibit A - Scope of Work
Exhibit B - Budget Breakout

The parties hereto have executed this Agreement as of the day and year entered below by the IVCBVB.

Incline Village Crystal Bay Visitors Bureau

Dean Runyan Associates

Date

Date

Exhibit A

Scope of Work

Task 1: Direct Economic Impact of the Lake Tahoe portion of Washoe County

We will document and describe important economic impacts of travel for the North Lake Tahoe portion of Washoe County (Nevada side) from 2012 through 2017, including visitor spending and the overall structure of jobs, earnings, and tax receipts at the state and local level that are a direct result of expenditures made by visitors traveling to and through the Lake Tahoe portion of Washoe County. Findings will be broken out by type of overnight accommodation (i.e., paid lodging, vacation/second home, and campground). Estimates for the impact of day travel will be included as well.

For analyzing direct impacts we will make use of a wide variety of visitor and other economic data, including but not limited to:

- Previously collected data and estimates of Nevada travel impacts produced by DRA for Travel Nevada.
- County level employment and earnings from the Bureau of Economic Analysis' Regional Economic Information System (REIS). The REIS earnings estimates include payroll, other earned income and proprietor income.
- County level payroll and employment data from the Nevada Department of Employment, Training, and Rehabilitation.
- County Business Patterns zip code data (establishments, employment, payroll by selected NAICS codes).
- Lodging tax receipts from Washoe County and other sales tax data from the Nevada Department of Taxation.
- Housing data for vacation/seasonal homes (Census, CoreLogic information systems, local sources).
- Inventory of overnight campsites from federal, state, local and commercial sources.
- Population and household estimates of the US Census.
- Survey data on travel spending and travel behavior from OmniTrak Group.

We will make use of the Regional Travel Impact Model (RTIM) designed to take into account unique specifications relating to the travel and tourism industry and provides the most reliable direct impact measurements. We will use the results of this analysis as input in the subsequent task to develop secondary impacts of the visitor industry.

Cost: \$6,800

Task 2. Secondary Economic Impacts (specific to Washoe County)

DRA will measure these secondary impacts using an input/output model developed specifically for the Lake Tahoe portion of Washoe County, with the findings described above used as input. These economic impacts will include employment and earnings for each major economic sector, and fiscal impacts in terms of sales-generated tax receipts at the local and state level.

Cost: \$4,900

Task 3. Visitor Volume

We will provide visitor volume estimates by type of accommodation (calendar year 2017). We will make use of the most survey data available, adjusted accordingly for annual price changes.

Cost: \$4,300

Task 4. Construction and Real Estate Assessment

The primary emphasis of this task involves estimating segments of construction and real estate employment in the Lake Tahoe portion of Washoe County collecting available housing and construction data from U.S. Census Bureau. Construction activity on new and existing residences will be estimated from employment, payroll and earnings data, as well as building permit data. To determine the number of vacation homes, housing data may be purchased from CoreLogic, depending on the availability of the county tax assessor records.

Cost: \$6,400

Task 5. Report Preparation and Presentation

Subsequent to your review, we will provide a final pdf copy for use on your website, and one unbound copy for duplication purposes. Specified detailed data tables can also be provided in electronic format. We will also present a summary of the study's major findings to the IVCBVB and/or other interested parties in a format of your choosing. Travel costs are included.

Cost: \$3,500

Exhibit B
Budget Breakout

The total budget for the project, as specified in Tasks 1 through 5 and including travel and other incidental costs, is \$26,900. A breakout by task is as follows:

Direct Economic Impact	6,800
Secondary Impacts	4,900
Visitor Volume	4,300
Construction/Real Estate	6,400
Report/Presentation	4,500
Total	\$26,900

DRA will submit periodic invoices based on the proportion of completion of each project task.



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

To: IVCBVB Board of Directors
Fr: Andy Chapman
Date: 9/19/18

Re: CEO FY 2018/19 Goal Review and Performance Bonus Measurements

Background

At its July meeting, the IVCBVB board directed staff to provide the Board a draft CEO Goals Review and Performance Bonus Measurement document for board review and discussion.

Possible Board Action

Staff will provide a handout document at the board meeting regarding the FY 2018/19 CEO Goals and Performance Bonus Measurements.

Sept. Dashboard
September 19, 2018

Revenues & Stats				
	July-2018	July-2017	Variance	
Grant Revenues				
Monthly	\$ 267,565	\$ 257,787		3.8%
YTD	\$ 537,258	\$ 491,908		9.2%
Total Taxable Revenues	\$ 8,015,717	\$ 7,781,009		3.0%
	July Actual	July Budget		
Monthly	\$ 267,565	\$ 265,521		0.8%
YTD	\$ 537,258	\$ 506,714		6.0%
Occupancy				
Hotel	86.6%	85.0%		1.9%
Motel	33.6%	52.6%		-36.1%
Vacation Rental	32.8%	28.1%		16.7%
Time Share	9.4%	17.8%		-47.2%
Home Owner	n/a	n/a		n/a
Total	48.7%	48.4%		0.6%
Room Rate				
Hotel	\$ 432.66	\$ 392.77		10.2%
Motel	\$ 110.57	\$ 97.11		13.9%
Vacation Rental	\$ 337.02	\$ 355.03		-5.1%
Time Share	\$ 368.85	\$ 152.91		141.2%
Home Owner	n/a	n/a		n/a
Total	\$ 380.82	\$ 339.43		12.2%
RevPar				
Hotel	\$ 374.45	\$ 333.80		12.2%
Motel	\$ 37.19	\$ 51.07		-27.2%
Vacation Rental	\$ 110.46	\$ 99.63		10.9%
Time Share	\$ 34.55	\$ 27.18		27.1%
Home Owner	n/a	n/a		n/a
Total	\$ 185.50	\$ 164.60		12.7%

Visitor Information Comparative Statistics For Fiscal YTD			
	Aug-2018	Aug-2017	Variance
Walk In Visitor Count			
Monthly	8426	9017	-6.6%
YTD	16954	17774	-4.6%
Merchandise Sales			
Monthly	\$ 7,243	\$ 6,522	11.1%
YTD	\$ 15,951	\$ 12,633	26.3%
Concierge & AT Sales			
Monthly	\$ 78,401	\$ 74,858	4.7%
YTD	\$ 157,383	\$ 150,732	4.4%
Vacation Planners mailed	134	126	6.3%

Destimetrics Reservations Activity (as of Aug 31, 2018)				
	FY 2018/19	FY 2017/18	Variance	
Current Month Occupancy	63.6	61.1		4.1%
Current Month ADR	\$ 375	\$ 371		1.1%
Current Month REVPAR	\$ 239	\$ 227		5.3%
Next Month Occupancy	47.6%	43.4%		9.7%
Next Month ADR	\$ 291	\$ 284		2.5%
Next Month REVPAR	\$ 138	\$ 123		12.2%
Summer Total Occupancy (proj)	50.3%	47.3%		6.3%
Summer Total ADR (proj)	\$ 321	\$ 320		0.3%
Summer Total REVPAR (proj)	\$ 161	\$ 151		6.6%

Reno Tahoe International Airport			
	July-2018	July-2017	Variance
Total Passengers Served	414,527	400,754	3.4%
Average Load Factor	88.0%	87.0%	1.1%
Total Number of Departures	1,961	1,893	3.6%
Non-Stop Destinations Served	23	23	0.0%
Departing Seat Capacity	233,914	236,800	-1.2%
Crude Oil Averages (barrel)	\$ 70.98	\$ 46.63	52.2%

Notes of interest:

Sun Country announced the cancellation of the Portland flight before flight started.
Starting May 4th, AA increased RNO to Dallas to 3x daily
Starting August 21, AA increased RNO to LAS to 5x daily
Starting October 4th, AA will suspend RNO to Chicago non-stop flights
Frontier Airlines will suspend non-stop service between RNO and Austin starting in November

Conference Revenue Statistics				
(Booked as of August 31, 2018)	FY 2018/19	FY 2017/18	Variance	
Total Revenue Booked	\$ 2,334,860	\$ 1,653,725		41.2%
Number of Room Nights	13,058	8,830		47.9%
Number of Delegates	9,440	2,868		229.1%
Number of Tentative Bookings	49	33		48.5%
Number of Leads Generated	260	244		6.6%
Conference Revenue And Percentage by County:				
	18-19	17-18		
Placer	68%	49.5%	\$ 1,597,128	\$ 819,316
Washoe	8%	36.6%	\$ 195,373	\$ 605,006
South Lake	23%	11.4%	\$ 542,359	\$ 188,819
Nevada	0%	2%	0	40584
Total Conference Revenue	100%	100%	\$ 2,334,860	\$ 1,653,725
				41.2%

X-1

Top Website Lodging Referrals (April)	Total Book Now	Unique Book Now
Hyatt Regency Lake Tahoe Resort	81	78
Mourelatos Lakeshore Resort	70	65
The Ritz-Carlton, Lake Tahoe	70	69
Cedar Glen Lodge	66	62
Northstar California Resort	66	58
Cottage Inn at Lake Tahoe	61	52
The Village at Squaw Valley	59	57
Cedar Crest Cottages	56	56
Tahoe Mountain Lodging	55	49
Meeks Bay Resort & Marina	48	41
Sunnyside Restaurant & Lodge	48	44
Kingswood Village Vacation Rentals	46	44
West Shore Cafe & Inn	44	42
Tahoe Biltmore Lodge & Casino	43	36
Tahoe Luxury Properties	40	37
Resort at Squaw Creek	38	36
Tahoma Meadows Cottages	38	37
Sun Bear Realty & Vacation Rentals	36	34
Red Wolf Lakeside Lodge	34	32
Brockway Springs Resort	33	33
Granlibakken Tahoe	28	26
Northstar Lodge by Welk Resorts	28	27
Parkside Inn at Incline	28	25
Basecamp Hotel Tahoe City	27	22

X-2



north lake tahoe

Departmental Reports
September 2018

Conference Department Report for August 2018

In August 2018 the conference sales department staff attended a number of key meetings and industry events. The following is a brief recap of the month's activities.

Staff worked on 30 new leads in August 2018. Those leads represent approximately 9700 potential room nights, 44500 attendees and over \$2,000,000 of room revenue.

Staff is working on the following new leads:

- Syneos Health, Inc., President's Club Trip, May 16-19, 2019; 44 room nights.
- HPN – Government Meeting, October 15-17, 2018; 46 room nights.
- Adventist Health – Mission Summit, April 10-13, 2019; 589 room nights.
- Rave Restaurant Group – 2019 Pizza Inn Owners Conference, October 20-23, 2019; 240 room nights.
- ServiceNow – Leadership Meeting, October 20-24, 2019; 61 room nights.
- HPN – Religious 2019/2020 Annual Conference, April 28-30, 2019; 315 room nights.
- MCI Group – Corporate Meeting Program, January 2020; 540 room nights
- HPN – Insurance Company Meeting, July 2019; 300 room nights.
- Verizon Wireless , September 2018; 30 room nights.
- HPN – Religious 2020 Fall Retreat, September 14-17, 2020; 375 room nights.
- HPN – Assessment Conference - Spring & Fall, March or October 2019; 30 room nights.
- HPN - Mini-Conference, March 30-April 2, 2019; 70 room nights.
- HelmsBriscoe - Embodied Leadership Program 2019, January, May and September 2019; 55 room nights.
- Obesity Medicine Association – 2019 Board Retreat, February 2019; 28 room nights.
- WatchGuard Technologies, Inc – 2019 Global Partners Conference, April 2019; 1250 room nights.
- American Orthopaedic Foot & Ankle Society – Surgical Complications Course, May 2019; 225 room nights.
- Idaho Auto Dealers Association – Annual Convention, May 2019; 270 room nights.
- Convenience Distribution Association – Executive Retreat, June 2019; 30 room nights.
- Balloon Federation of America – High Sierra Balloon Camp, June 2019; 70 room nights.
- Texas Society of Certified Public Accountants – Annual Meeting of Members, June 2019; 515 room nights.
- California Child Development Administrators Association – Board Retreat, July 2019; 40 room nights.
- American International Automobile Dealers Association – Board Meeting, July 2019; 54 room nights.
- California Educational Technology Professionals Association – Board Meeting, July 2019; 23 room nights.
- The Institute of Makers of Explosives (IME) – Annual Fall Meeting, September 2019; 220 room nights.
- California Police Activities League – Fall Training Conference & Business Meeting, October 2019; 305 room nights.
- California Landscape Contractors Association – Annual Meeting, November 2019; 180 room nights.
- Duke Realty – Board Retreat, July 2020; 88 room nights.
- California Association – Annual Conference, October 2020; 216 room nights.

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- US Dry Bean Convention – Annual Convention, July 2021; 1358 room nights.
- National Association of Public Pension Attorneys – Legal Education Conference, June 2023; 982 room nights.

The following programs turned definite:

- WD-40 - 2019 Americas National Sales Meeting September 19-23, 2019. Potential to generate 831 room nights; \$165,000 in room revenue and bring 130 people to Resort At Squaw Creek
- Akorn Pharmaceuticals Mid-Year 2018; September 24-27, 2018. Potential to generate 208 room nights; \$49,000 in room revenue and bring 80 people to Hyatt Lake Tahoe
- Insight - Dell Passport to Paradise; January 10-14, 2019. Potential to generate 80 room nights; \$34,000 in room revenue and bring 40 people to the Ritz Carlton Lake Tahoe.
- ThermoFisher Executive Retreat September 4-6, 2018. Potential to generate 49 room nights; \$9,750 in room revenue and bring 32 people to the Landing Resort & Spa

Staff conducted a site visit with ThermoFischer. This program has the potential to generate 45 room nights and bring 27 people to Lake Tahoe September 4-6, 2018.

Staff hosted a site visit for the Water Sports Industry Association. This group is considering North Lake Tahoe and Park City, UT for this program. If Tahoe is selected the program will generate approximately 220 room nights and \$50,000 in room revenue.

Staff hosted a site visit for California Police Activities League. CalPAL is considering North Lake Tahoe for their Fall Training Conference & Business Meeting in October 2019. The event will generate 305 room nights and over \$45,000 in room revenue.

Staff participated in the CalSAE Seasonal Spectacular monthly planning committee conference call.

Staff attended the ASAE Annual Trade Show preshow meeting at RSCVA.

Staff attended the American Society of Association Executives Annual Tradeshow in Chicago, IL. The ASAE Annual Meeting & Exposition is where thousands of association professionals and industry partners gather to exchange time, resources, strategies, solutions, and more. Over three days of learning, growing, and finding inspiration, attendees are equipped with a year's worth of support in their daily responsibilities as leaders in the association industry.

Staff cohosted a customer event with RSCVA at the ASAE Annual Tradeshow. 78 customers attended the event and staff was able to meet nearly each of them. The majority of the attendees have potential future business for North Lake Tahoe.

Staff attended the monthly Marketing Cooperative Meeting.

Staff met with Squaw Valley Director of Sales & Marketing to discuss conference sales strategy.

Staff reviewed all the meeting planners attending Connect Market Place Corporate for August 23-26, 2018. Staff requested over 115 appointments.

Staff attended Connect Marketplace Corporate. Staff had 33 appointments and started following up to generate leads from this event.

Staff attended Connect Marketplace Association. Staff had 36 appointments and started following up to generate leads from this event.

X19-2

Staff worked with ThermoFisher this to confirm their lodging contract along with an offsite activity at the Tahoe Treetop Adventure Park in Tahoe Vista and an offsite dinner at Gar Wood or Caliente for 23 people, September 4-6, 2018.

Staff attended the NLTRA Board Meeting.

Staff participated in monthly agency status call with Abbi Agency and Augustine Agency.

Staff participated in a conference call regarding the 2020 Mountain Travel Symposium.

Staff followed up July groups that actualized for room pick up and revenue reports

Staff, on a daily basis, prospects for new clients via phone and email communication. In the month of august, staff made over 400 contacts with prospective clients. Staff also stays in constant contact with existing client base in the hopes of generating repeat business



Leisure Departmental Report
August 2018 Report

TRAVEL TRADE INFORMATION:

- Signed up for the Visit California China Product Development Series. This is the third year that NLT is participating. Visit California represents NLT in ten unique training sessions across China including Beijing, Shanghai, Guangzhou, Chengdu, Wuhan, Taipei, Shenzhen and Hangzhou.
- Site Visits with AlliedTPro - Receptive Operator out of Las Vegas looking to book Thomas Cook India Series into Lake Tahoe
- Met with our new Best Day, Mexico Sales Market Manager
- Working with Travel Nevada on a New Zealand/United Airlines Promotion
- New Events:
 - *SkiTops Networking Mixer*: North Lake Tahoe, Squaw Valley and SkiTops are teaming up to offer a networking opportunity in North Lake Tahoe. September 20th. Invites to follow.
 - *Expedia Forum*: Being hosted by the Hyatt on October 17th. Expedia is conducting a joint South Lake Tahoe & North Lake Tahoe training. Invites to follow.

INTERNATIONAL TRADE:

- Canada updates will begin after their immersion trip.
- UK/Ireland July Monthly Report:
 - Meetings conducted: Best at Travel, Kenwood Travel, North American Travel Service (NATS) and US Air Tours (4)
 - Trainings:
 - American Sky Training: 16 agents
 - Cosmos: 30 agents
 - Ocean Holidays: 2 agents

INTERNATIONAL MEDIA:

- Conducted Abbi Agency NLT training - a refresher to help them build out diversified FAMs with our partners.
- Hosted:
 - Travel Nevada French Digital Influencer, Hugo Le Beller, August 4-5th
 - Visit California UK Journalist Kim Leuenberger, August 16-19th
 - Jaslin Yu from SingTao USA, one of the biggest Chinese-American publications, August 26th
- Upcoming Media:

- India Journalist Ashwin Rajagopalan, joint effort with South Lake Tahoe, September 2-11th
- Australia Journalist from Body + Soul Magazine, End of September
- Travel Nevada Global Tourism Summit Post Media FAM: November
 - 25 journalists from 10+ countries

TRAVEL TRADE FAMS:

- Hosted
 - RSCVA PHG China Tour Operator FAM - August 28th
- Upcoming FAMS:
 - RSCVA & Brand USA China Mega FAM - October 27-30
 - Visit California UK Super FAM in October – FAM request is out for lodging and activities
 - North Lake Tahoe Winter FAM – January

INTERNATIONAL OFFICE UPDATE:

- Canada Update:
 - New office, Destination Counsellors International. Our new Trade Sales Manager is Collette Baert. NLT hosted the DCI Immersion Trip, August 20-25th
 - See the attached itinerary to see the comprehensive schedule.

SALES MISSION INFORMATION:

- Next Sales Missions:
 - Visit California Canada Sales Mission: 9/29-October 5th
 - Toronto, Montreal, Calgary, and Vancouver
 - Travel Nevada Global Tourism Summit, November 12-14th - Reno, NV

VISAVUE DATA Q2:

- *International Statistics Q2 (April-June)*
 - \$1,190,105
 - 24.7% growth
 - Average cardholder spend: \$236.65

Top Country By Spend (\$)	Top Country by Cardholder Count (# of people)
Canada	Canada
Australia	United Kingdom
United Kingdom	Australia
China	Germany
France	China
Germany	France
Japan	Mexico
India	India
Mexico	Japan

Singapore	Switzerland
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- *Domestic Statistics Q2 (April-June)*
 - \$97,462,918
 - 3.8% growth
 - Average cardholder spend: \$222.84

Top Markets By Spend (\$)	Top Markets by Cardholder Count (# of people)
San Francisco – Oakland	San Francisco – Oakland
Sacramento – Yolo	Sacramento – Yolo
Reno, NV	Reno, NV
Los Angeles, Riverside, CA	Los Angeles, Riverside, CA
San Diego, CA	San Diego, CA
Phoenix, AZ	Cico, CA
New York, Northern New Jersey	Stockton Lodi
Chico, CA	Seattle, Tacoma, Bremerton
Seattle, Tacoma, Bremerton	New York & Northern New Jersey
Stockton, Lodi	Las Vegas

August Recap

 north lake tahoe

the
abbi
agency

XIC-1

A scenic view of a river with a kayaker in the foreground and a large rock formation in the background. The kayaker is wearing a yellow shirt and a red helmet, and is paddling a red kayak. The river is surrounded by lush green trees and foliage. In the background, there is a large, light-colored rock formation with a small cave-like opening. The sky is blue with some white clouds.

Public Relations Results

Content Review

Social Media Update

PUBLIC RELATIONS APPROACH

STRATEGY: August outreach centered around key regional topics, including fall outdoor recreation and wellness, the "secret season," fall family getaways and the 33rd annual Autumn Food and Wine Festival. The Abbi Agency worked ahead of Winter opportunities, including season pass specials and perks and "offbeat winter activities."

OBJECTIVES: The Abbi Agency aims to increase public awareness of the destination within key target flight markets and national publications. Regional outreach is targeted at timely features and shoulder season coverage, while national outreach aims to grow awareness and brand strength overall. The Abbi Agency aims to increase ad equivalency, number of impressions and number of backlinks year-over-year.

FAM COORDINATION: In August, The Abbi Agency hosted freelance travel journalist Will McGough for a comprehensive feature on the region's outdoor recreation, locally-sourced food, history, and culture, which was published in MSN and Travel Pulse. The team coordinated trips for Autumn Food and Wine journalists, including Todd Schofield (Rocklin & Roseville Today), Dianne Lange (Diablo Magazine), Rich Tancredi (Los Gatos Magazine) and Johnathan Wright (RGJ / USA Today). FAM coordination was also executed for International journalists Ashwin Rajagopalan (Chennai, India) and Jaymie Hopper (Australia).

CONTENT + NOTABLE PITCHES: What's New Fall, Autumn Food and Wine, Labor Day Weekend; Secret Season, Best Destinations of 2019, Fall Family Getaways

PUBLIC RELATIONS RESULTS

PLACEMENTS: 29 PUBLICITY VALUE: \$ 739,061.06 TOTAL IMPRESSIONS: 77,538,982

PUBLICATION HIGHLIGHTS: Express (United Kingdom), Sunday Mirror (United Kingdom), Daily Star (United Kingdom), Reader's Digest, ATT, Fresh Journey's (China), Brides, NBC Los Angeles, Reno Tahoe Tonight, Travel Alerts, Smart Meetings, Sierra Sun, Diablo, Tahoe Weekly, Coronado Times, NBC San Diego, NBC Bay Area

FAM COORDINATION: Jonathan Wright (RGJ / USA Today), Will McGough (Travel Pulse, MSN), Todd Schofield (Rocklin & Roseville Today), Dianne Lange (Diablo Magazine), Rich Tancredi (Los Gatos Magazine); Jaymie Hooper (International - Australia); Ashwin Rajagopalan (international - India).

MEDIA MISSIONS: The Abbi Agency did not complete any media missions this month, but continued follow-ups with journalists from the spring NYC Media Mission and began identifying opportunities for a fall Media Mission.

COVERAGE BOOK: https://coveragebook.com/coverage_books/87ce240c/

KEY INSIGHTS: The Abbi Agency met North Lake Tahoe's target market goals by landing placements in key flight markets and national and international publications that align with our pillars and personas. Regional outreach and placements were messaged strategically, focusing on key fall information (including Labor Day and Secret Season). The Abbi Agency increased communication with direct flight markets, including Austin, Denver, Seattle, Portland and Southern California.

HIGHLIGHTED PLACEMENTS - AUGUST

Sunday Mirror (UK, Print) The Wilder West

- Reach: 36.5M
- Ad Value: \$338,349.34
- Domain Authority: N/A
- Social Shares: N/A



Express (UK)

The road less travelled, go off the beaten track in Nevada

- Reach: 23.6M
- Ad Value: \$218,779.83
- Domain Authority: 91
- Social Shares: 3



Brides

7 Pulse-Pounding Adventure Honeymoons

- Reach: 1M
- Ad Value: \$9,392.64
- Domain Authority: 79
- Social Shares: 68



CONTENT

BLOG: content connects to newsletter themes and provides information on relevant happenings in North Lake Tahoe along with travel tips and itinerary ideas (posted: 1-2 times monthly; also shared on social channels)

NEWSLETTER: content is shared in themed blocks that feature campaigns, recent blogs, event announcements, lodging and flight deals, social images and seasonal highlights

KEY THEMES: Mountainside Exploration, Fall Flavors / Autumn Food and Wine, Human Powered Sports

CAMPAIGNS: Peak Your Adventure, Fall Flavors / Autumn Food and Wine; SEO recalibration and development of segmentation survey for newsletter.

CONTENT REVIEW

PRESS RELEASES / MEDIA ALERTS ISSUED: 1

What's New Fall

BLOGS POSTED: 2

High-Altitude Decompression: Your Post Burning-Man Guide to North Lake Tahoe | Social Shares: 5
Taste North Lake Tahoe: Your Guide to Fall Flavors | Social Shares: N/A

Note: Social shares for the month of August may not be accurate because the social share plugin seems to have started malfunctioning after the last site update.

NEWSLETTERS DISTRIBUTED: 1

Celebrate Summer in North Lake Tahoe

10.2% open rate, 1% click-thru rate (CTR)

Majority opened around 4PM

SOCIAL MEDIA

CHANNELS: Facebook, Instagram, Twitter, YouTube, Pinterest

STRATEGY: Focus on Summer messaging promoting the full range of experiences in North Lake Tahoe - from lake to mountaintop.

OBJECTIVES: Promote Summer activities and the upcoming events that resonate best with our audiences.

CAMPAIGNS: Wanderlust, Luminaries Shorts, Summerlong Music, Peak Your Adventure

ENGAGEMENT INSIGHTS: The Room with a View campaign launched in August is driving high engagement levels as compared to other social content.

SOCIAL MEDIA UPDATE

AUGUST GROWTH:

- Facebook: 775 New Fans
- Instagram: 714 New Followers
- Twitter: 68 New Followers

- Total Impressions: 3.3M
- Total Engagements: 78k

SOCIAL CAMPAIGNS & TACTICS:

Kim Leuenberger Takeover

- Impressions: 60.5k
- Avg. Reach Per Story: 2.9k

Peak Your Adventure Photo Voting

- Impressions: 20.2k
- Avg. Reach Per Story: 2.2k

SOCIAL MEDIA - TOP POSTS BY ENGAGEMENT

#1 Facebook Post, Speedboat Album: 14k Reach, 755 Reactions, 102 Comments, 88 Shares

#1 Instagram Post, Sand Harbor: 39k Impressions, 4.6k Likes, 57 Comments

#1 Twitter Post, Truckee River: 32k Reach, 33 Likes, 11 Retweets



KIM LEUENBERGER INSTAGRAM STORY TAKEOVER HIGHLIGHTS

@kim.ou takeover



The crystal clear turquoise waters of Lake Tahoe is all you could ever dream of 🌊



Taking the aerial tram to go up above #squawvalley



#takeover @visitcalifornia @kim.ou



GOODBYE TAHOE

Time for me, @kim.ou, to sadly leave North Tahoe and make my way back home to London! It's been the best time and thank you for following along!



PADDLE YOGA

SOCIAL MEDIA INSIGHTS

MONTHLY HIGHLIGHTS

- The number of Twitter mentions and direct messages increased by 53% since July.
- In July the number one city that engaged with our Facebook page was Reno with Los Angeles at #2. In August we moved Los Angeles and San Francisco to the top two cities that engaged with our Facebook page.
- The number of followers on Instagram increased by 2% on Instagram.
- Compared to Tahoe South and Visit Mammoth, we are receiving a significantly higher engagement rate on Facebook.

INSIGHTS AND TAKEAWAYS

- Recent data has stated that while Facebook favors video, photo content is performing the best on the platform currently.
- Tahoe South posted 2 photos on Facebook during the month of August and received an average of 54 engagements per post compared to our 198.
- All of the top posts between Tahoe South, Visit Mammoth, and Tahoe North on Instagram feature very similar photos that capitalize on the "Human Nature" theme. (See next page for top posts).

SOCIAL MEDIA INSIGHTS

Instagram Comp Set Comparison

Most Popular Media by @tahoenorth



4682 Engagements



3786 Engagements

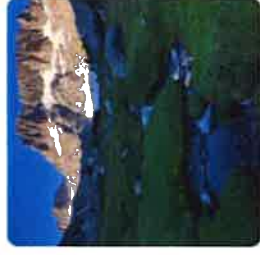


3222 Engagements

Most Popular Media by @visitmammoth



5127 Engagements



3744 Engagements



3599 Engagements

Most Popular Media by @tahoesouth



3137 Engagements



3120 Engagements



2761 Engagements



Thank You

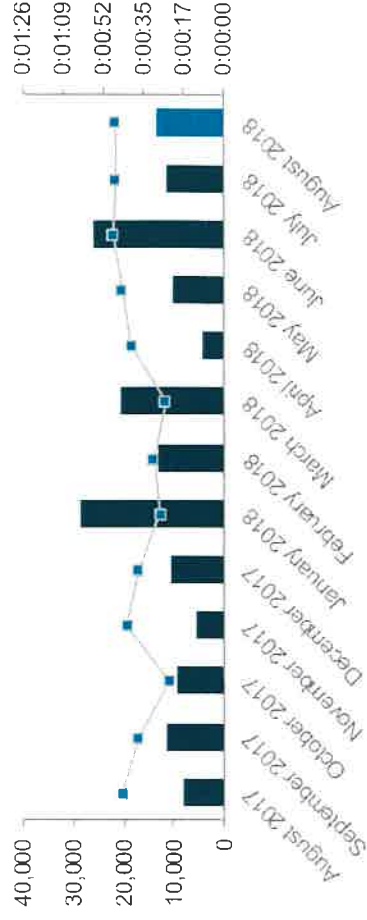
| August Advertising Recap

 north lake tahoe

Overview by Campaign

- Consumer and MCC campaigns combined for over 5.5 million impressions in August, resulting in 13.5K website visits and 4.6K sessions over 115 seconds. Compared to July, the total number of time on site conversions improved by 7%.
- Traffic from MCC ads increased considerably this month (+125%), due to the addition of display ads. Overall, the average time on site this month was 31% higher than the 12-month average. This suggests optimizations aimed toward improving session duration are having a positive effect.

Sessions and Time on Site Over Time



Campaign	Impressions	CTR	Spend	Sessions	Time on Site	Pages Per Session	Bounce Rate	TOS Conversions	Book Now Conversions
Consumer	4,912,050	0.38%	\$42,944	11,738	00:45	1.7	76%	4,358	620
MCC	616,399	0.26%	\$4,064	1,728	00:59	1.7	64%	246	1
Total	5,528,449	0.37%	\$47,008	13,466	00:47	1.7	75%	4,604	621

August Advertising Recap | All Campaigns

X1d-2

| Consumer



 north lake tahoe

x1d-3

Executive Summary

- The Consumer campaign served over 4.9 million impressions in August, resulting in 11.7K site visits. Notably, over 37% of all users stemming from digital ads spent at least 115 seconds on the site and 5% clicked a "book now" button.
- Digital ads resulted in 11.7K visits to North Lake Tahoe's website in August, up from 10.8K the prior month. Increased traffic this month helped drive a 25% improvement in site traffic year-over-year. The uptick in site traffic is largely due to the addition of emails this month (+2K visits). In addition, users stemming from emails spent the second-longest time on site and viewed the second-most pages per session.
- Overall, Consumer ads combined for 4.9 million impressions in August, up from 4.5 million the prior month. This resulted in 18.9K ad clicks and 4.4K time on site conversions. There was minimal variance in performance among channels this month, as shown by a consistent cost per conversion. Of note, the addition of email sends in August did drive a slight increase in CTR and time on site conversions.
- Display ads resulted in 2.5K time on site conversions in August, up from 2.4K the prior month (+4%). This is largely the result of increased spend on Rich Media ads.

Executive Summary

- Compared to August 2017, total impressions served increased by 14% while overall clicks improved by 80%. This helped drive increased web traffic at a lower cost during the shoulder season.
- Targeted display ads witnessed a drop in overall CTRs this month. Despite the drop in total clicks, the number of time on site conversions remained consistent month-over-month. Regionally, users in New York and Los Angeles continued to respond best to display ads, combining for 80% of all time on site conversions. In addition, users from these regions accounted for 82% of all book now conversions.
- Among Paid Search ads, the Summer campaign concluded and the Fall campaign began in August. The Fall campaign showed promising initial results, with searches related to camping, boating, and hiking driving the largest share of site visits so far.
- Facebook and Instagram ads matched their season-low cost per conversion in August, resulting in 350 time on site conversions at \$16 per. Outdoor Enthusiasts were especially receptive this month, resulting in the largest share of book now conversions.

Executive Summary

- Conquesting ads have shown weak initial performance, including a 0.34% CTR. As a result, we will closely monitor the performance of this targeting strategy and optimize accordingly.
- YouTube ads resulted in 89K video views in August for an average view rate of 54%. This equated to just \$0.03 per view. Compared to August 2017, the view rate on NLT's YouTube videos has improved by over 1.5x. Similar to past months, families with kids were most likely to click on YouTube videos and spend significant time on NLT's site. As a result, we will look to adjust our spend to tailor to this audience.
- Email ads continued to prove their efficacy this month, accounting for over 700 time on site conversions. In addition, this channel drove the second lowest cost per conversion, trailing just Paid Search.
- Fall creative development began in August, with a landing page dedicated to the fall campaign. Fall digital and social media ads are also being refreshed and updated for the season.

Display Ad Examples

Enjoy family and friends

PLAN YOUR TRIP

north lake tahoe

Families

Sizes:
160x600, 300x250,
300x600, 320x50, 728x90

Impressions: 736K
Clicks: 403
CTR: 0.05%
TOS Conversions: 56
CVR: 13.90%

Experience crystal blue waters

PLAN YOUR TRIP

north lake tahoe

Outdoor Enthusiasts

Sizes:
160x600, 300x250, 300x600,
320x50, 728x90

Impressions: 667K
Clicks: 368
CTR: 0.06%
TOS Conversions: 51
CVR: 13.86%

Enjoy a picturesque course

PLAN YOUR TRIP

north lake tahoe

Workaholics

Sizes:
160x600, 300x250,
300x600, 320x50, 728x90

Impressions: 701K
Clicks: 391
CTR: 0.06%
TOS Conversions: 53
CVR: 13.55%

August Advertising Recap | Consumer

Kid-7

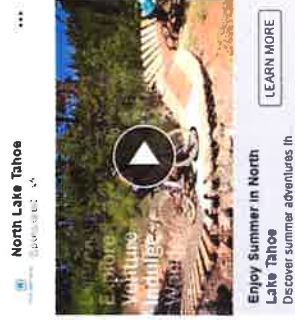
Facebook Ad Examples

Dynamic Creative



Impressions: 265K
 Clicks: 1.3K
 CTR: 0.47%
 Engagement: 644
 TOS Conversions: 310
 CVR: 24.72%

Summer Video



Impressions: 82K
 Views: 11.8K
 View Rate: 14%
 Engagement: 283
 TOS Conversions: 40
 CVR: 4.49%

August Advertising Recap | Consumer

X1d-8

| MCC



 north lake tahoe

6-21x


Executive Summary

- The addition of fresh display ads helped drive a 125% increase in site traffic this month, bringing the overall number of site visits from MCC ads to 1.7K. Going forward, we believe we should continue running display geofencing ads in an effort to maximize site traffic.
- In line with historical trends, email ads continued to provide the highest quality site traffic, including the longest time on site and most pages per session.
- The lone MCC email sent on 8/15 was sent to 21.5K users resulting in 3.4K opens. This equated to an open rate of 16%, right in line with the 12-month average. Compared to the prior month, the number of time on site conversions from MCC email ads increased by 13%. As a result, the overall cost per conversion improved to \$5.
- Facebook and Instagram ads continued their impressive performance in August, resulting in 379 ad clicks for an average CTR of 0.67%. The use of dynamic creative is still yielding positive results. Therefore, we will continue to deploy this strategy until we start to see signs of overexposure.
- The MCC microsite is in progress, moving into the coding phase this month. Once completed, new creative for the meetings audience will be developed, including a refreshed email template.

Social Ad Examples

Facebook Prospecting

Impressions: 32K
Link Clicks: 170
CTR: 0.53%
Engagement Rate: 0.25%



Let the beautiful backdrop of North Lake Tahoe inspire the discussion at your next conference or event.

Facebook Retargeting


Impressions: 13K
Link Clicks: 82
CTR: 0.62%
Engagement Rate: 0.41%



Let the beautiful backdrop of North Lake Tahoe inspire the discussion at your next conference or event.

Facebook Video

Impressions: 11K
Link Clicks: 127
Video Views: 503
View Rate: 4.44%
Engagement Rate: 0.08%



Meet Up for Success

August Advertising Recap | MCC

X1d-11



Thank You

Summary:

Thunderbird tours have been very successful this summer. Some operational changes have resulted in very few missed or late tour arrivals. Visitors continue to get very helpful information and are very appreciative of the information.

Staffing:

- We continue with full and seasonal staff thru Sept 25th
- Thunderbird tour dates will dictate seasonal staff hours

Operations:

- Working on 17/18 tax filing
- Reviewing Activity Ticket order processes
- Helping accountant with 17/18 fiscal close
- Continuing to review visitor handouts for clarity and quality of information
- Training new staff member

Projects:

- Fixing PERS audit findings
- Started Northern Lights planning for 2018
- Analyzed health plan changes and costs
- Actively building fan base on Facebook and Instagram through engaging posts
- Rewriting some visitor handouts
- Coordinating TV advertising
- Winter planning for gift shop

Meetings attended:

- Reno Tahoe Territory Meeting, South Lake Tahoe
- DMA West Education Summit, Boise ID
- Firework meetings
- HR meeting with RSCVA
- IVGID Community Services master plan meeting

Business Development Manager Report
September 2018

Leisure

9/20 – Working with Adam Feehan at Squaw to host a SkiTops networking mixer for regional operators from 5p-7p at Rocker

10/29 – China Tour Operator FAM with RSCVA, hike monkey rock

Still recruiting hotel partners for the Chinese hotel platform JoinTalents. RSC and Granlibakken under review

Putting together a China Ready reference guide for our partners

Recruiting partners to load product with Excite Holidays

Collected gift certificates for Travel Nevada promotion in New Zealand from The Biltmore and Tahoe Adventure Company

Collected gift certificates for Sarahs Canada Sales Mission with Visit California

Conference

9/16 – 9/20 - Interbike

9/17 & 9/18 - Site tour with Jason and his client at RSC and The Ritz

9/26 - Site tour RSC with Arrowhead Conferences for LifeWay Christian Resources program August 20-23, 2010

CVENT/Arrowhead Conferences & Events – LifeWay Christian Resources - 450 rooms, 7/23/2020 – 7/26/2020, RSC

CVENT/Helmsbriscoe - Client Solutions – 57 rooms, 4/8/19 - 4/11/19, sent to The Ritz. Decision date 9/14

CVENT/Helmsbriscoe - Confidential Client – 75 rooms, 3/3/19 - 3/6/19, sent to Harvey's, Hyatt, Lake Tahoe Resort Hotel, Lake Tahoe Vacation Resort, RSC, The Landing and The Ritz. Decision 9/15

Companies I followed up with via email this week, next month will be a phone call. A copy of the email was added to each account in iDSS along with a task for a phone call one month from now.

KPMG

Dynami Group

Alcoa

Equifax

Home Depot

ChildPlus Software

Allinial Global

Benchmarc 360

Ernst & Young

Mobile Instruments

Swiss Re Corporate Solutions

Florida Medical Quality Insurance

Department of Veteran Affairs

Site Selection Plus

SECO International

Chick-fil-A

Regions Financial Corporation

Cobb Galleria Centre

X11 b-1

Fagan & Crouse
RockSolid Granit and Trend USA
Dentons US LLP
Summit Performance Group
AIA Atlanta
eventAcuity
Site Solutions
Elavon
Meister Meeting Services
VenueQuest
Siemens
The Defining Point
Genentech
205 Events
Event Details Group
BCD
Caravel Travel Group

Activity Tickets

9/18 – Lake Tahoe TV Interview where I'll have Eric Kertzman and Siani Nau talking about what to expect in the coming winter at our Nevada resorts

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Incline Village, NV 89451
www.GoTahoeNorth.com

X1116-2

President/CEO Report
Activities Report
September 2018

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Working with accounting department FYE 2017/18 financial audit
 - Oversee agency efforts on behalf of the coop funding partners
 - Implementing summer consumer media effort
 - Review and approve Coop invoice billing and payments
 - Manage website review and enhancement project
 - Work with promoter of Lake Tahoe Film Festival to develop 2018 program and marketing outreach objectives
- OPERATIONS & ACCOUNTING
 - Working with Brad Capurro, organization CPA, on FYE 2017/18 Financial Statement
 - Analyzed season to date Thunderbird Lodge tour sales for client review
- PROJECTS
 - Work with transit partners on enhanced IVCB service
 - Work with partners on 2019 fireworks show
 - Work with partners on 2018 Northern Lights events
 - Work with Reno Tahoe Territory on new website project
 - Coordination of Peter Greenberg *Hidden Gems* TV production
 - Attended DMA West CEO Summit in Walla Walla WA
 - Attended NEDC Economic Conference and received marketing award
- MEETINGS
 - Attended Incline Village Crystal Bay firework committee meetings
 - Attended Lake Tahoe Film Festival Advisory Committee meeting
 - Attended TPC board meeting
 - Attended Sales Staff meetings
 - Attended Vendor status meetings
 - Attended RASC Board meeting
 - Attended TMA meeting
 - Met with Tahoe Biltmore staff on Grant Funding opportunities
 - Attended Reno Tahoe Territory meeting
 - Attended RTT Executive Committee meeting
 - Met with EDAWN and TPC on integrated economic opportunities
 - Attended Tahoe Summit
 - Meet with Sheri Nill and Julie Williams with RSCVA on HR related items
 - Attended VCA Brand & Editorial Committee meeting

X11C-1