north lake tahoe

Incline Village : Crystal Bay Visitors Bureau

AGENDA
Board Meeting
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday September 18th, 2019 3pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday September 18th, 2019 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.

I.	**Call to Order/Roll Call**	**Bill Wood**
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.**	**Bill Wood**
III.	**Approval of Agenda (For Possible Action)**	**Bill Wood**
IV.	**Approval of July Board Minutes (For Possible Action)**	**Bill Wood**
V.	**Review of FYE 2018/19 Financial Statements (10 min)** **(For Possible Action)**	**Brad Capurro/** **Andy Chapman**
VI.	**Review of August 2019 Financial Statements** **(For Possible Action)**	**Greg Long/Andy Chapman**
VII.	**2018/19 NLTMC Program Recap**	**Amber Burke/Sarah Winters/** **Liz Bowling**
VIII.	**Review of Winter 2019/20 Consumer Creative Campaign**	**Augustine Agency**
IX.	**2018/19 SMARI Recap Overview**	**Andy Chapman/Amber Burke**
X.	**Discussion and Input on FY 2019/20 CEO Performance Goals**	**Bill Watson/Andy Chapman**

XI.	Review of September Dashboard Report (10 min)	Greg Long
XII.	Coop Departmental Reports a. Conference Sales b. Leisure Sales c. Website Content d. Communications/Social e. Advertising	Andy Chapman
XIII.	Management Reports a. Operations Report b. Business Development Manager Report c. President/CEO	Staff
XIV.	Old Business a. Washoe County STR Ordinance Update	Bill Wood
XV.	New Business a. November Joint Board Meeting	Bill Wood
XVI.	Director Comments	Bill Wood
XVII.	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.	Bill Wood
XVIII.	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/

Public Postings:

Incline Village Post Office	IVGID Office
Crystal Bay Post Office	Incline Justice Court
Incline Village Crystal Bay Visitor Bureau	Nevada notices - http://www.notice.nv.gov

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Incline Village Crystal Bay Visitors Bureau

June Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, July 17, 2019, 3pm

I. Call to Order/Roll Call — Bill Wood

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:01pm by Chair Wood. Roll call was taken, and the following members were present: Blane Johnson (phone), Heather Bacon (phone), Bill Watson, Bill Wood and Geno Menchetti. The following IVCBVB employees were present: Andy Chapman, CEO/President; and Greg Long, Operations and Finance Director.

II. PUBLIC COMMENT – Pursuant to NRS 241.020 — Bill Wood

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

None

III. Approval of Agenda (For Possible Action) — Bill Wood

CEO Chapman asks for a flexible agenda by moving item XII and VI to in front of item V. Motion to approve agenda by Bill Watson. Second by Blane Johnson. Approved.

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

Motion to approve the June Board Meeting Minutes by Bill Watson. Second by Blain Johnson. Approved.

V. Review of Draft FYE 2018/19 Financial Statements — Andy Chapman

CEO Chapman reviews draft financial numbers. The CPA will review during the September Board meeting.

VI. Review of FY 2019/20 Partnership Funding Recommendation — Andy Chapman

CEO Chapman outlines the 13 applications we received for a total of $98,000 in funding. There is only $60,000 in the budget. It was decided that funding of 12 events by 7 vendors in the total amount of $60,000 would be funded. Blane Johnson recommends looking at legacy events and scaling back funding to those events.
Motion to approve the funding recommendation by Blane Johnson. Second by Heather Bacon. Approved.

VII. CEO Annual Review & Performance Merit Evaluation & Future Salary — Board

CEO Chapman starts the discussion by thanking the Board for participation. Greg Long summarizes the evaluation process and how the Board summitted forms were handled and tallied. Average score was a 4.6 ranking which put CEO Chapman in the "Exceeds Standards and Expectations" category. CEO Chapman then discusses the Strategic Priorities document and explains how the outlined goals were achieved.
First motion to award CEO Chapman a 15% performance bonus based on his 18/19 FY salary by Bill Watson. Second by Blain Johnson. Approved.
Second motion to incentivize CEO Chapman 20% for next fiscal based on predetermined criteria and goals outlined in the Sept 2019 meeting by Bill Watson. Second by Heather Bacon. Approved.
Third motion to increase CEO Chapman's base salary by 2.6% for FY 2019/20 by Blane Johnson. Second by Heather Bacon. Approved.

VIII. Discussion and Input on FY 2019/20 CEO Performance Goals — Andy Chapman

This item was put off until the Sept 2019 Board meeting.

IX. Review of July 2019 Dashboard Report — Greg Long

Greg Long reviewed the highlights of July dashboard with input from CEO Chapman.

X. 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)**

XI. Management Reports — Staff

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

XII. Old Business — Bill Wood

None

XIII. New Business — Bill Wood

CEO Chapman discusses community meetings and how the Visitors Center is being referred to at these meetings. Public entities tend to be the targets in small communities. CEO Chapman suggests a community outreach program to educate the community on what we do.

Chair Wood states Reno ADR is up to $117.

XIV. Director Comments **Bill Wood**

None

XV. PUBLIC COMMENT – Pursuant to NRS 241.020 **Bill Wood**
This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

None

XVI. Adjournment – (For Possible Action)

Suggested adjournment by Blane Johnson second by Heather Bacon. Adjourned. 4:32 pm

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

JUNE 30, 2019

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

Bradford R. Capurro | CPA, LTD

100 W. Liberty, 10th Floor, P.O. Box 2670, Reno, NV 89505

phone (775) 323-2330, fax (775) 323-0516

bcapurro@mcdonaldcarano.com

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, 2019, 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, 2019, 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.

Bradford R. Capurro, CPA, LTD
September 18, 2019

INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF FINANCIAL POSITION
June 30, 2019

ASSETS	
Current Assets	
Cash in Checking & Money Market Accounts	$455,381.76
Accounts Receivable	21,339.40
Prepaid Expenses & Other Assets	5,269.72
Merchandise Inventory at Cost Basis	19,416.70
Total Current Assets	501,407.58
Fixed Assets	
Office Furniture	70,198.68
Office Equipment	89,758.92
Building Improvements	10,464.77
Outdoor Equipment - Barges	37,000.00
Accumulated Depreciation	(158,172.00)
Total Fixed Assets	49,250.37
Total Assets	$550,657.95
LIABILITIES AND NET ASSETS	
Current Liabilities	
Accounts & Credit Cards Payable	$78,689.25
Accrued Vacation Payable	6,682.84
Unearned Income in Money Market Account	90,945.54
Total Liabilities	176,317.63
Net Assets	
Contributed Capital	7,492.00
Fund Balance - Without restrictions	366,848.32
Total Net Assets - Without restrictions	374,340.32
Total Liabilities and Net Assets	$550,657.95

See Accountant's Compilation Report

INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF ACTIVITIES
For the Year Ended June 30, 2019

Revenues	
Lodging Room Tax Funding	$1,690,585.45
Interest Income	737.04
On-Hold Messaging	300.00
Miscellaneous Income	48.90
Consignment & Ticket Sales - Net	279.00
Grants	11,000.00
Merchandising/Concierge	367,638.49

Total Revenues	2,070,588.88
Management & General Expenses	
Staff Wages	345,686.67
Employers Insurance of Nevada	934.00
Federal & State Unemployment	3,869.02
Fica/Medicare Payroll Taxes	6,781.19
Public Employees Retirement System	81,261.12
Health Insurance	39,537.67
Employee Training	595.00
Utilities	7,536.49
Bank & Credit Cards Fees	16,378.28
Office Supplies & Expenses	7,944.98
Maintenance & Janitorial	14,741.32
IT - Computer Expenses	1,710.99
Postage & Freight	1,459.03
Communications	11,041.56
Printing Expense	0.00
Building Repairs & Insurance	9,715.83
Legal Services	32,618.00
Accounting & Payroll Expenses	6,016.25
Contract Services	611.50
Equipment Leases & Maintenance	2,874.27
Miscellaneous Expenses	133.50

See Accountant's Compilation Report

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INCLINE VILLAGE-CRYSTAL BAY
VISITORS AND CONVENTION BUREAU
STATEMENT OF ACTIVITIES
For the Year Ended June 30, 2019

Management & General Expenses (continued)	
Licenses & Fees	168.00
Local Travel	660.49
Meeting Expenses	3,930.12
Uniforms	406.25
Depreciation	4,874.00
Total Management & General Expenses	601,485.53
Program Service Expenses	
Hospitality - In Market	6,090.92
Advertising - Co-Op	950,211.11
Remote Office Expenses	42,000.00
Dues & Subscriptions	6,552.74
Travel & Lodging	7,026.13
Registrations	2,741.22
Regional Marketing Program	6,439.80
WEB Development Costs	7,000.00
Sponsorship & Grant Expense	110,900.00
Shuttle Subsidy/Sponsorship	26,780.00
Special Promotional Costs	20.00
On-Hold Messaging	1,685.56
Merchandise/Concierge Costs	308,326.98
Total Program Service Expenses	1,475,774.46
Total Expenses	2,077,259.99
Decrease in Net Assets	(6,671.11)
Net Assets - June 30, 2018	381,011.43
Net Assets - June 30, 2019	$374,340.32

See Accountant's Compilation Report

Aug 2019 Financial Summary Report

Aug Month End Variance Report

REVENUE

- 46000 Merchandise Sales: 41% over budget due to strong gift shop sales.
- R277 Concierge: 1.7% over budget due to higher AT sales.
- R250 Fund Transfer: 1.1% under budget due to lower June TOT collections.

EXPENSES

- 50000 Cost of Goods Sold: 43% over budget due to higher merchandise sales
- 305 Payroll: 5% over budget due to temporary staff needs.
- 0501 Travel & Lodging: 280% over budget due to timing of conferences.
- 0504 Registrations: Under budget due to no registration fees in Aug.
- 0691 Shuttle Subsidy: Under budget due to timing of payments.
- 0751 Concierge Expense: 4.3% over budget due to lower AT ticket sales.

Aug Year to Date Variance Report

REVENUE

- 46000 Merch Sales: 16% over budget due to higher retail sales.
- R250 Fund Transfer: 2.7% under budget due to lower TOT collections.

EXPENSES

- 0501 Travel & Lodging: 235% over budget due to timing of conferences.
- 0691 Shuttle Subsidy: Under budget due to timing of payment.
- 0751 Concierge Expense: 2.3% over budget due to strong AT sales.

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU
Profit & Loss Budget vs. Actual
August 2019

	Aug 19	Budget	$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	10,308.05	7,300.00	3,008.05	141.2%
R277 · Concierge	84,410.90	83,034.20	1,376.70	101.7%
R290 · Consignment Sales	16.00	20.00	-4.00	80.0%
Total POS Sales	94,734.95	90,354.20	4,380.75	104.8%
R250 · Fund Transfers	176,137.61	178,089.00	-1,951.39	98.9%
R252 · Interest Income	47.16	55.00	-7.84	85.7%
R269 · On Hold Messaging	0.00	54.55	-54.55	0.0%
R270 · Miscellaneous Revenue	0.00	44.55	-44.55	0.0%
Total Income	270,919.72	268,597.30	2,322.42	100.9%
Cost of Goods Sold				
50000 · Cost of Goods Sold	4,926.97	3,428.90	1,498.07	143.7%
Total COGS	4,926.97	3,428.90	1,498.07	143.7%
Gross Profit	265,992.75	265,168.40	824.35	100.3%
Expense				
0305 · Payroll	30,631.84	29,119.33	1,512.51	105.2%
0314 · State Employer Taxes	203.58	253.86	-50.28	80.2%
0315 · Federal Unemployment	23.56	43.00	-19.44	54.8%
0316 · Public Employees Retirement Sys	7,620.26	7,780.45	-160.19	97.9%
0319 · Employer Medicare/Soc Sec	598.49	539.26	59.23	111.0%
0320 · Health Insurance	3,389.21	3,462.43	-73.22	97.9%
0321 · Employee Training	0.00	181.82	-181.82	0.0%
0400 · Utilities				
0401 · Utilities- Electric	192.38	167.00	25.38	115.2%
0402 · Utilities-Gas & Heat	29.38	21.00	8.38	139.9%
0403 · Utilities- Water & Refuse	355.54	337.65	17.89	105.3%
Total 0400 · Utilities	577.30	525.65	51.65	109.8%
0405 · Bank & Cr Card Charges	3,664.71	3,401.37	263.34	107.7%
0410 · Office Supplies & Expenses	514.82	125.00	389.82	411.9%
0411 · Maintenance/Janitorial	990.05	1,200.00	-209.95	82.5%
0412 · IT - Computers	87.50	183.33	-95.83	47.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purcha...	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	0.00	36.01	-36.01	0.0%
0421 · Communications	571.32	507.63	63.69	112.5%
0422 · Printing Expenses	0.00	41.66	-41.66	0.0%
0451 · Legal & Accounting Services	2,750.00	3,500.00	-750.00	78.6%
0460 · Contract Services	0.00	531.00	-531.00	0.0%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	0.00	131.22	-131.22	0.0%
0470 · Misc. Expenses	121.14	136.36	-15.22	88.8%
0473 · Dues & Subscriptions	214.99	205.00	9.99	104.9%
0474 · License & Fees	24.00	34.18	-10.18	70.2%
0501 · Travel & Lodging	3,146.39	1,000.00	2,146.39	314.6%
0504 · Registrations	0.00	1,000.00	-1,000.00	0.0%
0505 · Local Transportation/Car	-117.16	168.80	-285.96	-69.4%
0507 · Meeting Expenses	27.98	50.00	-22.02	56.0%
0601 · Hospitality in Market				
0601.5 · In House	25.00	0.00	25.00	100.0%
0601 · Hospitality in Market - Other	-419.48	50.00	-469.48	-839.0%
Total 0601 · Hospitality in Market	-394.48	50.00	-444.48	-789.0%

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INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU
Profit & Loss Budget vs. Actual
August 2019

	Aug 19	Budget	$ Over Budget	% of Budget
0622 · Advertising Co-op	78,898.00	78,898.00	0.00	100.0%
0623 · Regional Marketing Programs	667.59	811.14	-143.55	82.3%
0650 · Payroll Expense	107.50	120.75	-13.25	89.0%
0690 · Sponsorship	500.00	0.00	500.00	100.0%
0691 · Shuttle Subsiday/Sponsorship	0.00	8,930.00	-8,930.00	0.0%
0730 · Special Promotional Items	0.00	36.36	-36.36	0.0%
0733 · On-Hold Messaging	0.00	129.17	-129.17	0.0%
0751 · Concierge Expense	75,340.76	72,239.75	3,101.01	104.3%
0800 · Grant Expenses	0.00	454.55	-454.55	0.0%
51100 · Freight and Shipping Costs	150.36	0.00	150.36	100.0%
59900 · POS Inventory Adj -Merchandise	-17.67			
Total Expense	213,792.04	219,336.17	-5,544.13	97.5%
Net Ordinary Income	52,200.71	45,832.23	6,368.48	113.9%
Net Income	52,200.71	45,832.23	6,368.48	113.9%

VI3

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU
Profit & Loss Budget vs. Actual
July through August 2019

	Jul - Aug 19	Budget	$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	21,336.23	18,328.18	3,008.05	116.4%
R277 · Concierge	158,386.90	157,010.20	1,376.70	100.9%
R290 · Consignment Sales	46.00	50.00	-4.00	92.0%
Total POS Sales	179,769.13	175,388.38	4,380.75	102.5%
R250 · Fund Transfers	267,083.15	274,548.00	-7,464.85	97.3%
R252 · Interest Income	103.80	111.64	-7.84	93.0%
R269 · On Hold Messaging	100.00	154.55	-54.55	64.7%
R270 · Miscellaneous Revenue	10.00	54.55	-44.55	18.3%
Total Income	447,066.08	450,257.12	-3,191.04	99.3%
Cost of Goods Sold				
50000 · Cost of Goods Sold	10,251.19	8,753.12	1,498.07	117.1%
Total COGS	10,251.19	8,753.12	1,498.07	117.1%
Gross Profit	436,814.89	441,504.00	-4,689.11	98.9%
Expense				
0305 · Payroll	92,027.80	90,948.73	1,079.07	101.2%
0313 · Employers Insurance of Nevada	858.00	858.00	0.00	100.0%
0314 · State Employer Taxes	511.16	561.44	-50.28	91.0%
0315 · Federal Unemployment	50.54	69.98	-19.44	72.2%
0316 · Public Employees Retirement Sys	15,512.70	15,239.45	273.25	101.8%
0319 · Employer Medicare/Soc Sec	1,666.62	1,607.39	59.23	103.7%
0320 · Health Insurance	6,366.43	6,459.65	-93.22	98.6%
0321 · Employee Training	0.00	181.82	-181.82	0.0%
0400 · Utilities				
0401 · Utilities- Electric	360.40	335.02	25.38	107.6%
0402 · Utilities-Gas & Heat	62.16	53.78	8.38	115.6%
0403 · Utilities- Water & Refuse	683.24	665.35	17.89	102.7%
Total 0400 · Utilities	1,105.80	1,054.15	51.65	104.9%
0405 · Bank & Cr Card Charges	6,584.61	6,320.47	264.14	104.2%
0410 · Office Supplies & Expenses	1,096.09	706.27	389.82	155.2%
0411 · Maintenance/Janitorial	2,139.90	2,350.00	-210.10	91.1%
0412 · IT - Computers	225.00	320.83	-95.83	70.1%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	103.91	139.92	-36.01	74.3%
0421 · Communications	988.45	924.76	63.69	106.9%
0422 · Printing Expenses	0.00	83.32	-83.32	0.0%
0430 · Building Repairs & Insurance	3,090.00	3,090.00	0.00	100.0%
0451 · Legal & Accounting Services	8,250.00	9,000.00	-750.00	91.7%
0460 · Contract Services	0.00	531.00	-531.00	0.0%
0461 · Remote Offices	7,000.00	7,000.00	0.00	100.0%
0462 · Equipment Lease & Maint.	222.91	354.13	-131.22	62.9%
0470 · Misc. Expenses	121.14	136.36	-15.22	88.8%
0473 · Dues & Subscriptions	724.98	714.99	9.99	101.4%
0474 · License & Fees	48.00	58.18	-10.18	82.5%
0501 · Travel & Lodging	3,919.20	1,364.43	2,554.77	287.2%
0504 · Registrations	1,308.00	2,308.00	-1,000.00	56.7%
0505 · Local Transportation/Car	0.00	312.01	-312.01	0.0%
0507 · Meeting Expenses	-1,053.18	230.00	-1,283.18	-457.9%
0601 · Hospitality in Market				
0601.5 · In House	25.00	25.33	-0.33	98.7%
0601 · Hospitality in Market - Other	-211.11	87.54	-298.65	-241.2%
Total 0601 · Hospitality in Market	-186.11	112.87	-298.98	-164.9%

VI-4

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU
Profit & Loss Budget vs. Actual
July through August 2019

	Jul - Aug 19	Budget	$ Over Budget	% of Budget
0622 · Advertising Co-op	145,968.00	145,968.00	0.00	100.0%
0623 · Regional Marketing Programs	1,267.03	970.58	296.45	130.5%
0650 · Payroll Expense	220.00	233.25	-13.25	94.3%
0690 · Sponsorship	5,500.00	5,000.00	500.00	110.0%
0691 · Shuttle Subsiday/Sponsorship	0.00	8,930.00	-8,930.00	0.0%
0725 · Uniforms	440.00	440.00	0.00	100.0%
0730 · Special Promotional Items	0.00	36.36	-36.36	0.0%
0733 · On-Hold Messaging	0.00	258.34	-258.34	0.0%
0751 · Concierge Expense	140,091.89	136,990.88	3,101.01	102.3%
0800 · Grant Expenses	0.00	454.55	-454.55	0.0%
51100 · Freight and Shipping Costs	331.20	0.00	331.20	100.0%
59900 · POS Inventory Adj -Merchandise	204.79			
Total Expense	446,704.86	452,329.20	-5,624.34	98.8%
Net Ordinary Income	-9,889.97	-10,825.20	935.23	91.4%
Net Income	-9,889.97	-10,825.20	935.23	91.4%

VII-1

VI-2

2018/19 Conference Sales - Highlights

- Ended hotel commission program & the membership dues program
- Room revenue from bookings increased by 35% y/y
- Increased leads from "emerging markets"by 29% y/y and attended new tradeshows in these markets; including Texas, Chicago & D.C.
- Booked one new major industry event into the destination - MTS 2020
- 25 site visits conducted, which resulted in 13 group bookings
- Created (5) opportunities for local hotel partners to participate in
  - Bay Area Event, Sacramento Event, Chicago Event, and local FAMs

2018/19 Leisure Sales - Highlights

- **Launched our 3rd International Office with DCI in Canada**
  - In conjunction, North Lake Tahoe hosted our 1st International Sales Event/Mission in Canada
- **Engaged in 27 International & Domestic trade focused marketing campaigns**
- **Sales kit created in 7 different languages**
- **Increased product across the US and International by over 5% y/y**
  - Australia: 26% increase in hotel product
  - UK/Ireland: 28% increase in hotel product
- **As tracked by Visa Vue, our international spend has grown 11%**
- **Hosted (24) International Media FAMs and 14 Travel Trade FAMs, from over 20 countries**

north lake tahoe

2018/19 International Media - Highlights

Express (UK)

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

Kristin Jones

Reach: 23,651,874

Quien (Mexico)

El paraíso para los amantes del yoga celebra 10 años de existencia

Pedro Aguilar

Reach: 26,527,292

Body and Soul (Australia)

Mindfulness in the Mountains (Print)

Jaymie Hooper

Reach: 1,383,879

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VII-5

Expedia Marketing Campaigns

Successful Trade Campaigns, Expedia:
We ran (2) Expedia campaigns during fiscal year 18/19.

Fall Campaign, September 15, 2018 - December 15, 2018
This campaign featured (6) hotel partners and resulted in the following:

- *Return on Investment for participating hotels: $35:$1*
- *1000 room nights booked at the participating hotels*
- *Visitation grew by 3.5%*

Spring Campaign: March 15, 2019 - June 1, 2019
This campaign featured (6) hotel partners and resulted in the following:

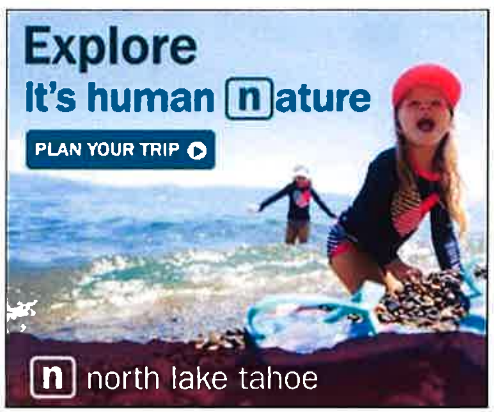
- *Return on Investment for participating hotels: $22:$1*
- *915 room nights booked for the participating hotels*
- *Canada sales increased on select platforms (hotels.com) by up to 72.3%*
- *Visitation during this same time frame up 5%*

VII-7

2018/2019 Campaign Creative - Highlights

- **Established Seasonal Creative & Messaging Positioning**
  - ***Fall***: Secret Season
  - ***Winter***: Winter Wow
  - ***Spring***: Twice the Fun/Dual Days
  - ***Summer***: Summer's Official Playground
- **Incorporated SMARI Research into Creative Asset Imagery**
- **Created Season Specific Landing Pages**
- **Designed "Topography" Creative Campaign for a 2019 Summer Launch**

Summer 2018



Fall 2018

Winter 2018/19

Spring 2019

VII-8

2018/19 Media & Content - Highlights

- **Generated 213M+ Media Impressions, Increased 13.5% YOY**
- **Time On Site Conversions (115 Seconds+) Increased 15% YOY**
- **Conducted 18/19 SMARI Research**
  - NLTMC Spent $0.16 to reach a household - Industry Norm is $0.54
- **Eliminated Sac from Shoulder Season Messaging, Reallocated to SoCal**
- **Tahoe Treasures Content Campaign**
  - 14 Treasured Created - 4 Fall, 4 Spring, 3 Winter, 3 Summer
  - Contributed to 25,728 Blog Views - 17% Increase YOY
- **Transitioned Past "Newsworthy, Time-Sensitive" Blogs to Evergreen Content**
- **Optimized Blog Posts to Align with SEO Trends**
  - Top Performing Blog Post: 52 Weeks in North Lake Tahoe
    - Users spent 620% more time engaging/reading this page than all others on site

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VI-10

2018/19 Public Relations - Highlights

- **Media Market Focus: Southern California, New York City, Non-Stop Flight Markets**
- **Hosted 26 Domestic Media FAMs**
  - Generated 99 Placements
  - Increased ROI over previous years
- **Media Mission: Southern California Desksides**
  - SoCal placements up 3% over FY 17-18
- **Total Placements: 854**
  - Newswire implementation helped to triple overall number of placements from FY 17-18

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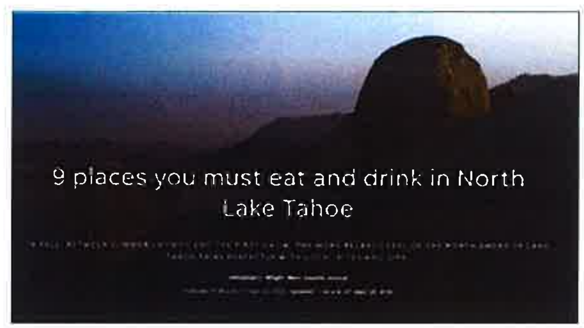

VII-12


FY 19/20 Winter Campaign:
Marketing & Advertising
n
north lake tahoe

VIII-1


AGENDA
Media Strategy
Markets
Paid Media Opportunities & Tactics
Creative Strategy
Objectives
Positioning
Tactics
Creative Executions
Website Redesign

VIII-2


Paid Media
n
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Media Strategy

- Narrow the HHI for the older and younger audiences to better message these targets.
- Target the younger audiences through new social channels (Reddit) and target older, more affluent audiences through direct publications (Snow Magazine, etc.).
- Utilize video messaging that builds a story (sequential messaging to build frequency) and create excitement and interest in visiting North Lake Tahoe.
- Capture people who have visited competing destinations and targeting them to ensure NLT is top of mind for their next trip.

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Media Markets

Los Angeles 40%

San Diego 30%

New York 30%

n

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Budget will be optimized toward best performing persona to avoid splitting the budget extraneously within each market.

VIII-5

New Media for Winter 2019-20

WEEKEND SHERPA

SNOW

reddit

ON THE SNOW

Condé Nast Traveler

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Engage each persona through specific social channels and publications that cater to that specific audience. By aligning with existing communities and reputable publications we position North Lake Tahoe as a destination they will want to visit.

New Media for Winter 2019-20

Take advantage of visitors to North Lake Tahoe and competitor destinations to target and build a retargeting pool of people with an affinity to NLT's offering, encouraging them to return in off-peak seasons.

Mammoth

SKI UTAH

ASPEN SNOWMASS®

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Media 2019-20

- *Geo-fence Retargeting*
- **Social Ads (Including Sequential Retargeting)**
- *Sequential YouTube/Video*
- **Direct Native and Sponsored Content**
  - *Targeted specifically to each persona*
- **Programmatic Native**

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- **TripAdvisor**
- **Expedia/OTA**
- **Search Marketing**
- **Print/Magazines**
- **Outdoor Billboards**
  - **LA & San Diego**
- **Email**
  - **Leverage North Lake Tahoe emails lists to message off-peak visits**

***Difference from 2018-19 are depicted in purple**

VII-10

Creative Strategy

- Continue to position North Lake Tahoe as a four-season destination; reinforce multi-town experience.
- Attract and motivate audiences by evoking emotion and creating a deeper connection through positioning, visuals and copy.
- Increase midweek travel and/or extended overnight stays.
- Increase awareness of experiences and activities throughout destination.
- Increase brand loyalty and positive sentiment.
- Highlight differentiating factors of destination, supporting North Lake Tahoe's positioning as ideal location.
- Leverage travel trends and consumer journey insights.

Seasonality Positioning: Winter Wow

Welcome to a one of kind, winter experience. Unified by 12 unique towns, the North Lake Tahoe adventurous spirit will open up your mind and awaken your winter soul. Home to North America's highest concentration of ski resorts, snow seekers will also discover budget friendly options for all skiers and riders. Heighten your senses and find your own comfort zone with local beer and cuisines crafted for comfort. The majestic lake view blanketed with pillows of snowflakes will create memories that last a lifetime. Discover a destination that's waist deep with winter wow.

North Lake Tahoe, It's Human Nature.

VIII-12

Tactical Strategy

- Variety of ad sets, optimization opportunities.
- Behavioral and interest focused, expanding personas.
- Visuals: approachable, relatable, emotional.

Landing Page

Digital Banners

VIII-15

Outdoor Billboards

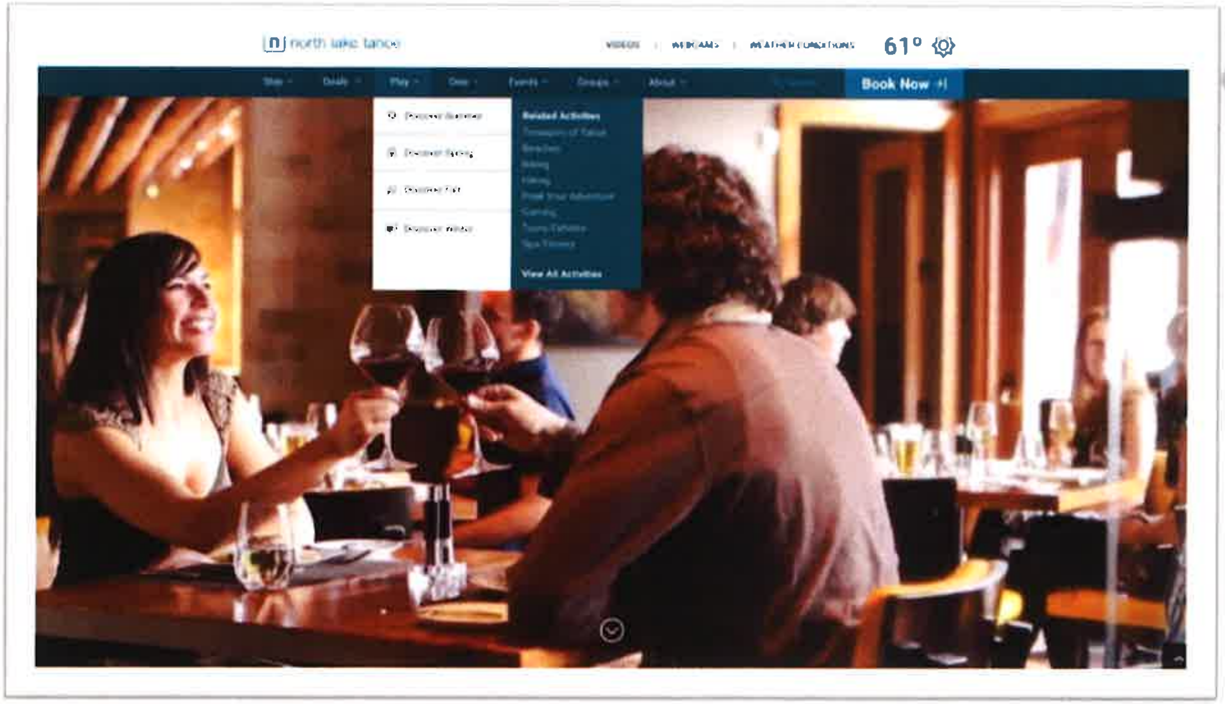
VIII-16

VIII-17

Website Redesign

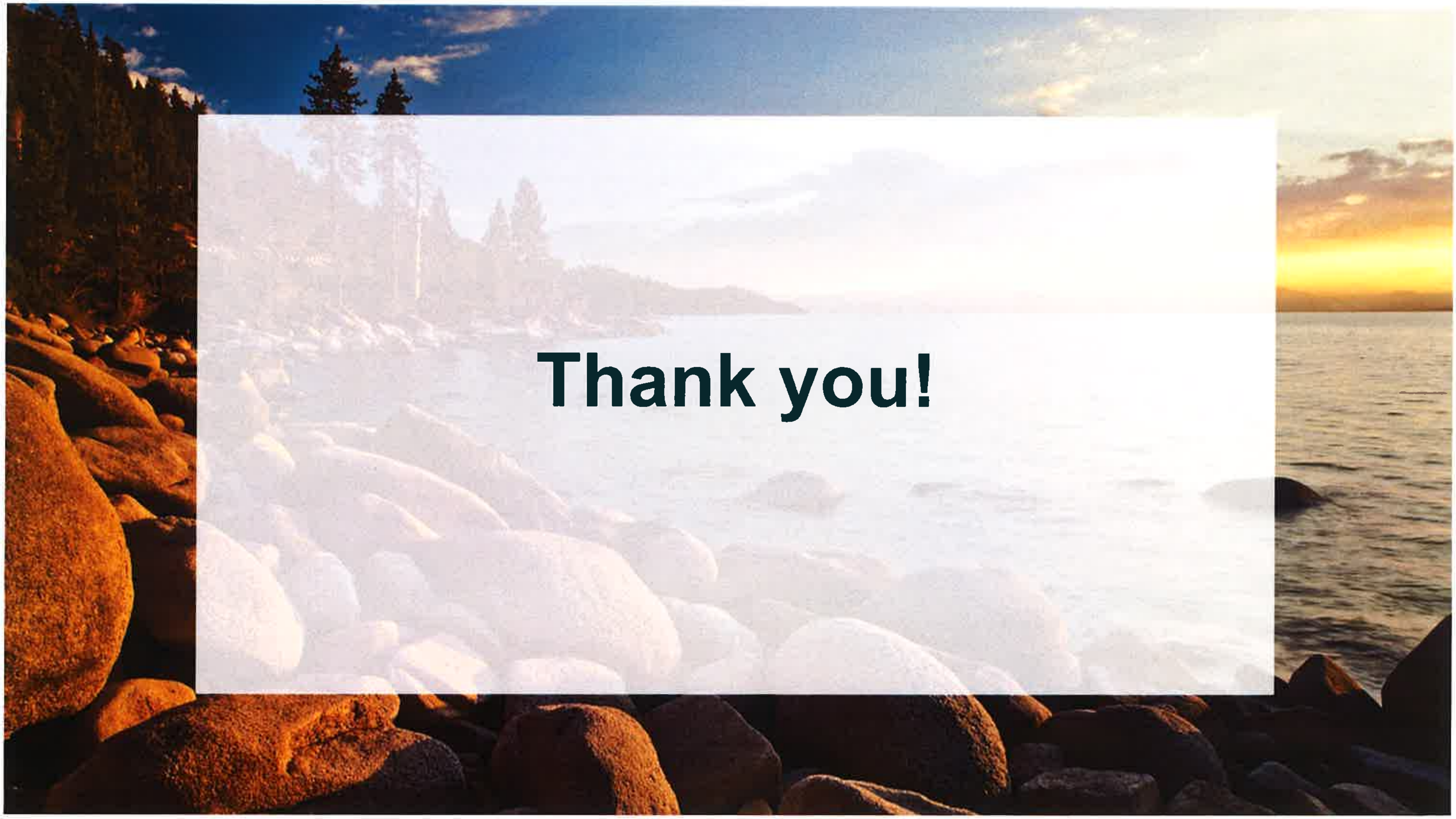
- Stronger tie into brand and creative look and feel to more effectively communicate messaging.
- Optimize content to streamline user experience – connect current landing pages.
- Reformat home page to house more rich content, including trip planning, inspiration and itinerary based information that ties back to refined audience segments.
- Bolster interior pages with more immersive content (video, blogs, itineraries) building upon the activity directories.

VIII-18



https://xd.adobe.com/view/f7919120-5c3c-4818-7a3e-95b3f85fa654-81a0/?hints=off

VIII-19



VIII-20

IX-1

SMARI Advertising Effectiveness & ROI Results
2018/19 NLTMC Consumer Ad Campaign

INSIGHTS

- **Generated 32% awareness, reaching 4.7 million households in target markets**
- **NLTMC spent $0.16 to reach a household - *0% Change YOY***
  - Indicates a very efficient media buy - industry norm is $0.54
- **Ads influenced 125,000 NLT Trips - *49% Increase YOY***
  - Translates to $205M in visitor spending - *33% Increase YOY*
  - Return of $283 for every $1 invested in advertising - *55% Increase YOY*
- **Communication ratings decreased slightly YOY (still exceed industry benchmarks)**
  - Creative refresh could remedy this dip
- **NLTMC should continue to feature the area's assets that motivate visitation:**
  - Scenery, Hikes, Parks, Skiing, and Unique Local Culture

1X-2

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Incline Village/Crystal Bay Visitors Bureau

To: IVCBVB Board of Directors

Fr: Andy Chapman

Date: 9/18/19

Re: Discussion and Input on FY 2019/20 CEO Performance Goals

Background

At its July meeting, the Board directed staff to review the 2019/20 CEO Performance Goals. Board member Watson agreed to assist staff in this process.

Staff requests the board discuss and provide input on the next year's CEO goals. Staff will present to the board at its September meeting the FY 2019/20 CEO Performance Goals for discussion and possible action.

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Strategic Priorities	FY 19/20 Goals	% Weight	Process
Strategic Priority #1: Marketing & Promotions			
Increase incremental influenced overnight room bookings in the North Lake Tahoe region.	Increase of 3% (3,745) total incremental influenced room bookings by FYE 2019/20.	20%	Bonus calculated on following scale: • Full bonus awarded if goal achieved • 15% bonus awarded for 80% of goal achieved Data Source – Smari
Increase length of stay in the Incline Village/Crystal Bay communities.	Develop and implement new marketing progams designed to extend visitor length of stay and trip expenditures.	15%	Bonus given if goal achieved. Data Source – Visitor Survey
Strategic Priority #2: Transportation/Transit			
Ensure Incline Village/Crystal Bay transportation and transit projects are included in the TTD's One Tahoe Funding & TRPA's Regional Transportation Plan	By FYE 2019/20, IV/CB transportation and transit needs will be identified and included in the Regional Transportation Plan update.	15%	Bonus given if goal achieved. Data Source – One Tahoe Plan & Regional Transportation Plan
Strategic Priority #3: Enhanced Visitor Assets			
Increase visibility of IVCB tourism and visitor servicing assets.	Implement programs designed to identify and highlight the IVCB tourism assets to increase length of stay and visitor spend. Programs will highlight the Key	15%	Bonus given if goal achieved. Data Source – Smari

	Motivator/Large Audience assets as determined by SMARI research.		
Strategic Priority #4: Organizational Reputation/Relationships			
PARTNERSHIP RELATIONS – Strengthen relationship with regional and strategic partnerships.	Increase organizational interaction with key partnerships of TTD, TMA, TRPA, RSCVA, RTT, Travel Nevada, Visit California, RASC, and NLTRA by engaged participation.	10%	Bonus given if goal achieved. Data Source – Peer Survey
Strategic Priority #5: Financial Sustainability			
MERCHANDISE SALES – Develop comprehensive merchandise sales strategy to increase net revenues.	Increase net revenues by 5% over FYE 2018/19.	5%	Bonus given if goal achieved.
FINANCIAL HEALTH – Deliver on targeted Management/General Expense to Overall Expenses.	Management/General Expenses not to exceed 30% of total annual expenses.	10%	Bonus given if goal achieved.
FINANCIAL HEALTH – Deliver accurate financial reporting and accountability. Deliver on the Board approved fiscal year budget.	+/- 5% of fiscal year budget achieved	5%	Bonus given if goal achieved.
LEADERSHIP	Maintain a solid core organizational team	5%	Bonus given if goal achieved.
Per board action on July 17th, 2019, CEO is eligible for 20% performance merit bonus based on board approval and goal results.			

Sept 18, 2019

Revenues & Stats	July-2019	July-2018	Variance
Grant Revenues			
Monthly	$ 270,980	$ 267,565	1.3%
YTD	$ 538,063	$ 537,258	0.1%
Total Taxable Revenues	$ 8,174,622	$ 8,015,717	2.0%
	July Actual	July Budget	
Monthly	$ 270,980	$ 272,381	-0.5%
YTD	$ 538,063	$ 546,929	-1.6%
Occupancy			
Hotel	83.2%	86.6%	-3.9%
Motel	35.5%	33.6%	5.7%
Vacation Rental	36.8%	32.8%	12.3%
Time Share	11.6%	9.4%	23.3%
Home Owner	n/a	n/a	n/a
Total	**49.6%**	**48.7%**	**1.9%**
Room Rate			
Hotel	$ 402.33	$ 432.66	-7.0%
Motel	$ 130.27	$ 110.57	17.8%
Vacation Rental	$ 331.51	$ 337.02	-1.6%
Time Share	$ 344.83	$ 368.85	-6.5%
Home Owner	n/a	n/a	n/a
Total	**$ 358.08**	**$ 380.82**	**-6.0%**
RevPar			
Hotel	$ 340.60	$ 374.45	-9.0%
Motel	$ 46.25	$ 37.19	24.4%
Vacation Rental	$ 122.06	$ 110.46	10.5%
Time Share	$ 39.96	$ 34.55	15.7%
Home Owner	n/a	n/a	n/a
Total	**$ 177.67**	**$ 185.50**	**-4.2%**

Visitor Information Comparative Statistics For Fiscal YTD	Aug-2019	Aug-2018	Variance
Walk In Visitor Count			
Monthly	9818	8426	16.5%
YTD	19,542	16,954	15.3%
Merchandise Sales			
Monthly	$ 10,308	$ 7,243	42.3%
YTD	$ 21,336	$ 15,951	33.8%
Concierge & AT Sales			
Monthly	$ 84,410	$ 78,401	7.7%
YTD	$ 158,386	$ 157,383	0.6%
Vacation Planners mailed	67	134	-50.0%

Destimetrics Reservations Activity (as of Aug 31, 2019)	FY 2019/20	FY 2018/19	Variance
Current Month Occupancy	64.7%	63.3%	2.1%
Current Month ADR	$ 395	$ 373	5.9%
Current Month REVPAR	$ 256	$ 236	8.2%
Next Month Occupany	47.4%	48.1%	-1.4%
Next Month ADR	$ 292	$ 291	0.5
Next Month REVPAR	$ 138	$ 140	-0.9%
Summer Total Occupany (proj)	47.8%	50.3%	-5.1%
Summer Total ADR (proj)	$ 334	$ 320	4.3%
Summer Total REVPAR (proj)	$ 160	$ 161	-1.00%

Reno Tahoe International Airport	July-2019	July-2018	Variance
Total Passengers Served	432,188	414,529	4.3%
Average Load Factor	80.9%	87.6%	-7.6%
Total Number of Departures	2,112	1,961	7.7%
Non-Stop Destinations Served	21	22	-4.5%
Departing Seat Capacity	263330	233914	12.6%
Crude Oil Averages (barrel)	$ 57.35	$ 70.98	-19.2%

Notes of interest:

Frontier Airlines will begin RNO to LAS service starting November 14th

Delta Airlines will begin ALT to RNO daily non-stop service starting May 1st

American Airlines will suspend seasonal non-stop between ORD to RNO begining October 20th

Conference Revenue Statistics

(Booked as of August 31st, 2019)	FY 2019/20	FY 2018/19	Variance
Total Revenue Booked	$ 3,344,505	$ 2,213,869	51.1%
Number of Room Nights	15,988	12,584	27.1%
Number of Delegates	7,267	7,963	-8.7%
Number of Tentative Bookings	53	46	15.2%
Number of Leads Generated	61	67	-9.0%

Conference Revenue And Percentage by County:

	19-20	18-19			
Placer	80.0%	67.0%	$ 2,660,497	$ 1,487,959	78.8%
Washoe	15.0%	9.0%	$ 514,448	$ 195,373	163.3%
South Lake	5.0%	24.0%	$ 169,560	$ 530,537	-68.0%
Nevada	0.0%	0.0%	$ -	$ -	#DIV/0!
Total Conference Revenue	100.0%	100.0%	$ 3,344,505	$ 2,213,869	51.1%

XI-1

Top Website Lodging Referrals (April)	Total Lodging Ref.	Unique Lodging Ref.
Hyatt Regency Lake Tahoe Resort	130	121
Sunnyside Restaurant & Lodge	75	71
Tahoe Truckee Factory Stores	74	61
Tahoe Biltmore Lodge & Casino	67	60
Meeks Bay Resort & Marina	65	63
Tahoe Luxury Properties	65	57
Hyatt High Sierra Lodge,	59	58
Hostel Tahoe in Kings Beach	57	28
The Ritz-Carlton, Lake Tahoe	53	47
Cedar Crest Cottages	51	46
West Shore Cafe & Inn	51	50
Northstar California Resort	46	45
Brockway Springs Resort	45	43
The Village at Squaw Valley	45	42
Cedar Glen Lodge	44	44
Mourelatos Lakeshore Resort	44	42
Resort at Squaw Creek	44	42
Rockwood Lodge	40	33
Cottage Inn at Lake Tahoe	39	39
Tahoe Moon Properties	39	38
Tahoe Getaways Vacation Rentals	37	33
Cobblestone Center Shopping Mall	36	34
Tahoe Signature Properties	35	32
North Tahoe Rental Company	33	28
Red Wolf Lakeside Lodge	33	32
Tahoe Mountain Lodging	32	27

OPERATIONS REPORT
Aug 25, 2019
Submitted by Greg Long

Summary:
We enjoyed a busy summer at the Visitors Center. Visitor counts and Thunderbird ticket sales have stayed steady into September.

Staffing:

- Sierra Leske, our new Visitor Service Specialist/Admin has been a great hire for the bureau
- Seasonal help is starting to scale back

Operations:

- Soliciting security camera options
- Developing new procedures for brochure racks
- Working with Activity Tickets for improved visitor experience on site

Projects:

- Replacing furnaces at Visitors Center
- Starting Northern Lights planning
- Closing out 18/19 fiscal year with CPA
- GoTahoeNorth website adoption and site re-skin
- Health insurance quoting
- Manage FB/Instagram advertising for premiere partners

Meetings attended:

- RTT meetings
- Firework wrap up meeting
- BACC Meeting, Tahoe City

Andy Chapman

From: Bart Peterson
Sent: Friday, September 20, 2019 3:37 PM
To: Andy Chapman
Cc: Sarah Winters; Greg Howey
Subject: Biz Dev Update
Attachments: Travel Nevada Cancun -Mexico City Mission Report 2019.pdf; RFP - Generis June 2021 Associates Meeting.pdf; RFP - Fabricator & Manufacturers Association.pdf

Andy,

Here's my weekly recap and forecast for upcoming events.

Leisure

Mexico Sales Mission recap from Travel Nevada is attached. Working on follow up and adding to iDSS.
September 26 – Travel Nevada FAM, NLT to host lunch at Alibi
October 26 – Reno Tahoe China FAM
Sourcing transportation sponsor for MTS
Planning AU American Express Platinum/Centurion Travel incentive FAM Nov 10-12, lodging at The Ritz
TRAVEL – November 12-14 Nevada Governors Summit
Active America China Receptive Edition met with:
Alien Trips LLC
All Brilliant Vacation, Inc.
America China Connection
Amerilink International Corp
Caissa DMC
China Travel Service Inc (also did sales call to their office
Choose A Destination (CHD)
Colorful Tours
Ctour Holiday
DTE Travel Inc.
Gala Holiday
Galaxy Tour
Globimax Samson Tours & Travel
Grand Destinations
Harvest Tour
Hisam Travel
Hyde International Group
ItourToday
JBSHotels.com
Kirk Vacation
Lion Tours
Nan Hu Travel
New Sun International Travel
Samho Tour
Shine Tours
Tour America
Toursforfun.com
TPI America

XIII b-1

US Lion Travel
V.I.P. Leisure

Conference
NEW – CVENT – Generis – June 2021 Associates Meeting. 6/14/21-6/18/21. 188 rooms. Decision date 10/11/19
NEW – CVENT – Fabricator & Manufacturers Association, Intl - FMA & FMAC Board of Dir Mtg, 2021. 6/6/21-6/10/21. 89 rooms. Decision date 10/4/19
Tentative – CVENT – IMN Solutions – Major County Sheriffs Association – 2023 MCSA Summer Meeting. 6/11/23-6/15/23. 380 rooms. Decision date 10/31/19
Tentative – GTN – National Association of American Indians – BIA/TIBC Meeting. 7/12/20-7/17/20. 160 rooms. Decision date 10/4/19
Tentative – CVENT – ALTOUR – CohnReznick Capital Offsite 2020. 9/8/20-9/11/20. 72 rooms. Decision date 12/20/19
Tentative – GTN – E-Squared – September 2020 Meeting & Retreat. 9/20/20-9/22/20. 90 rooms. Decision date 9/30/19
Tentative – CVENT – GIP (Global Infrastructure Partners) – 2/26/20-2/29/20. 240 rooms. Decision date 9/30/19
Tentative – CVENT - Anthroscopy Association of North America - July 2021 Board of Directors Meeting – 7/13/21-7/18/21. 96 rooms. Decision date 9/30/19
Tentative – Spinnaker – Computrition – 40th Anniversary Event – 3/21/21-3/24/21. 230 rooms. Decision date TBD
Tentative – CVENT – NHS Global Events – Samsung Mobility Reseller Incentive – 1/17/20-1/20/20. 72 rooms. Decision date 10/31/19
Tentative – CVENT – HelmsBriscoe – Medical Equipment Repair Associates – 9/18/20-9/24/20. 180 rooms. Decision date 10/18/19
Tentative – CVENT – Air Movement and Control Association – 7/11/20-7/15/20. 67 rooms. Decision date 7/31/19, waiting to hear back
Tentative – CVENT – Council of Graduate Schools – 7/8/21-7/14/21. 1,115 rooms. Sent to Hyatt and RSC. Decision date 8/23/19.
Adding meetings from Connect Louisville to iDSS

Let me know with any questions.

Bart

Bart Peterson
Business Development Manager
Incline Village Crystal Bay Visitors Bureau
775-832-1606 / 1- 800-Go-Tahoe
969 Tahoe Boulevard
Incline Village, NV 89451
www.GoTahoeNorth.com

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President/CEO Report
Activities Report
September 25th, 2019

- NORTH LAKE TAHOE MARKETING COOPERATIVE
  - Oversee agency efforts on behalf of the coop funding partners
  - Development of fall consumer marketing campaign
  - Development of winter consumer marketing campaign
  - Review and approve Coop invoice billing and payments
  - Met with consumer web team to develop and implement revision strategies
  - Met with interim NLTRA CEO on organizational transition process
  - Participating in NLTRA's CEO hiring committee
  - Finalizing FYE 2018/19 Coop expenses
  - Work with NLTRA auditors on FY 2018/19 Coop Financials
  - Review and analysis Conference Sales bookings
  - Reviewed SMARI research results

- PROJECTS
  - Work with Reno Tahoe Territory on International Public Relation project
  - Working with partners on VisitingLakeTahoe.com future efforts
  - Finalized FY 2018/19 Travel Nevada Grant reimbursement
  - Finalized NLT Vacation Planner production
  - Worked with Tahoe Filmfest producers on this year's program scheduled for December 6-8
  - Negotiated new employee health plan with Reno Sparks Chamber of Commerce
  - Worked with Visit California staff on wildfire threat messaging
  - Worked with partners on Out of Bound Film release and premiere

- MEETINGS
  - Attended Sales Staff meetings
  - Attended Vendor status meetings
  - Attended TMA meeting
  - Attended Reno Tahoe Territory Board meeting
  - Attended IVCB Firework Coalition meeting
  - Attended Northern Lights Committee meeting
  - Attended NLTRA Board meeting
  - Attended TTD One Tahoe presentation
  - Attended Visit California Brand Content Committee Meeting
  - Attended RASC Board meeting
  - Attended NLT Conference Sales Director meeting
  - Attended Travel Nevada Influencer Webinar