

SPECIAL REPORT: CEO Performance Rating Method
July 18, 2018
Submitted by Greg Long

A two-step method was used for rating the submissions.

First step: Gathered the confidential submissions and entered data to spreadsheet.

- All submissions were labeled a number. Data entry was by number keeping the sender nameless.

Second step: A five-point scale rating method was used:

- 5-1 point scale / 34 questions (tally points / question count)
 - **Individual evaluations:** 4.26 ranking - Exceeds Standards and Expectations.
 - Evaluation 1 = 4.1
 - Evaluation 2 = 4.1
 - Evaluation 3 = 4.4
 - Evaluation 4 = 4.1
 - Evaluation 5 = 4.6
 - **Average scores by section:** 4.23 ranking - Exceeds Standards and Expectations.
 - Relations with the Board - 4.4
 - Planning – 4.13
 - Organization Skills – 4.04
 - Budget & Finance – 4.35
 - Communications – 4.4
 - Management Skills – 4.12
 - Leadership – 4.17
 - **Percentage using high and low score values:** 716 points = 84% score
 - 850 high score (34 questions x 5 x 5 directors)
 - 170 low score (34 questions x 1 x 5 directors)
 - Tally points / 850 high points = %

* LAST YEAR

A two-step method was used for rating the submissions.

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Second step: A five-point scale rating method was used:

- 5-1 point scale / 34 questions (tally points / question count)
 - **Individual evaluations:** 4.1 ranking - Exceeds Standards and Expectations.
 - Evaluation 1 = 4.1
 - Evaluation 2 = 4.1
 - Evaluation 3 = 4.3
 - Evaluation 4 = 3.9
 - **Average scores by section:** 4.1 ranking - Exceeds Standards and Expectations.
 - Relations with the Board - 4.0
 - Planning - 4.0
 - Organization Skills - 4.03
 - Budget & Finance - 4.25
 - Communications - 4.45
 - Management Skills - 4.15
 - Leadership - 3.93
 - **Percentage using high and low score values:** 559 points = 82% score
 - 680 high score (34 points x 5 x 4 directors)
 - 136 low score (34 points x 1 x 4 directors)
 - Tally points / 680 high points = %

**Andy Chapman, President / CEO
Incline Village Crystal Bay Visitors Bureau
2018 Annual Performance Evaluation**

**ANNUAL PERFORMANCE EVALUATION – PRESIDENT/CEO
For Merit Pay**

Evaluation Period: 2017-2018

CHECK the box that most closely describes how you rate the CEO for each performance expectation question below. The point value of each rating is in brackets ranging from 5 to 1.

**(5) = Significantly Exceeds Standards and Expectations
(4) = Exceeds Standards and Expectations
(3) = Fully Meets Standards and Expectations
(2) = Needs Improvements
(1) = Performance is Inadequate**

I. RELATIONS WITH THE BOARD		Section Average: 4.4	COMMENTS
A. Does the CEO maintain effective and open lines of communication with the Board as a body and with individual members?	4.4		* Andy maintains an open line of communication. He has kept me informed and updated on both strategies and opportunities. * On every level, Andy communicates effectively with the Board
B. Is the Board kept apprised of all ongoing and current situations involving the Organizations business?	4.4		* Yes
C. Does the CEO exercise sound judgment when advising the Board?	4.4		* Andy considers various sides to a challenge and formulates his opinion after careful consideration.
II. PLANNING		Section Average: 4.13	COMMENTS
A. Does the CEO anticipate needs and recognize potential problems?	4.2		* Andy continues to look forward.
B. Does the CEO propose effective solutions and provide alternatives to identified problems?	4.2		* Yes.
C. In making decisions, does the CEO obtain the facts and consider the long – term implications?	4.0		* See I-C
D. Does the CEO provide Board with all information necessary to make decisions?	4.4		* Andy is very thorough in his preparation.

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E. Does the CEO effectively set goals that adhere to and support Incline Village Crystal Bay Visitor's Bureau mission?	4.0	* Yes
F. Has the CEO met the goals established by the board during this evaluation period?	4.0	* Yes
III. ORGANIZATION SKILLS Section Average: 4.04		COMMENTS
A. Does the CEO exhibit the ability to arrange work and efficiently apply resources?	4.0	* Andy is organized and has shown an ability to handle multiple tasks simultaneously.
B. Does the CEO make decisions when sufficient information is available and implement action when conditions are ripe for success?	3.8	* Ability to move quickly is limited by bureaucratic responsibilities.
C. Does the CEO exhibit the ability to reach for effective and, when necessary, creative solutions?	4.4	* Andy has the ability to think outside the traditional box when called for.
D. Does the CEO obtain the best possible end result for the money spent?	4.0	* Yes, Andy is fiscally responsible.
E. Does the organization run smoothly, and is there adequate internal communication among staff and between staff and the CEO?	4.0	* It appears that the organization is working smoother this year.

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how you rate the CEO for each (4) = Exceeds Standards and Expectations
performance expectation question below. The (3) = Fully Meets Standards and Expectations
point value of each rating is in brackets (2) = Needs Improvement
ranging from 5 to 1. (1) = Performance is Inadequate

IV. BUDGET / FINANCE		Section Average: 4.35	COMMENTS
A. Does the CEO adequately and accurately report and project the financial condition of the Agency in a timely manner?	4.6		* Andy is extremely thorough and his presentations backed by numbers.
B. Are management practices and policies designed to maintain a sound long-range financial position?	4.4		* Andy is conservative with forecasting and always considers the long range ramifications to the board.
C. Does the CEO exhibit knowledge and understanding of available resources?	4.6		* Andy has been instrumental in his establishment of “Best Practices” for both the IVCBVB and NLTCM.
D. Does the CEO suggest and pursue creative solutions to financial issues?	3.8		* I’m not sure I want too much creativity in this regard.
V. COMMUNICATIONS		Section Average: 4.4	COMMENTS
A. Does the CEO provide timely, clear, and accurate communications with appropriate constituents?	4.4		* Yes, Andy communicates very effectively through both personal appearances and use of available media channels.
B. Does the CEO communicate openly and effectively with the public?	4.2		* See above.
C. Does the CEO foster positive relationships with outside agencies as a means of furthering the Organization objectives?	4.2		* Andy maintains a positive demeanor even in stressful situations.

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D. Does the CEO make efforts to create and sustain positive relationships with partner agencies?	4.8	* Very much so. Andy is highly respected by partner agencies.
E. Does the CEO project an image of the Organization that represents efficiency, integrity, and professionalism?	4.4	* I believe that the organization and board are held in high regard in this regard.
VI. MANAGEMENT SKILLS Section Average: 4.12		COMMENTS
A. Does the CEO have the skills and ability to resolve conflicts that may arise amongst jurisdictions, agencies and other parties?	4.2	* Andy is both thoughtful and well spoken.
B. Does the CEO listen to and understand the positions and circumstances of others and communicate that understanding?	4.0	* Andy listens even when the point being made is flawed.
C. Does the CEO exhibit resilience; i.e. maintains motivation and energy in spite of constant demands?	4.2	* Andy maintains a very busy schedule yet he presents himself as being energized and ready to go.
D. Does the CEO follow through in a timely manner on commitments and requests?	4.0	* Andy's organizational skills enable him to follow through in a timely manner.
E. Is the CEO proactive and flexible in addressing changing issues and situations?	4.2	* Yes, he is open to new ideas and approaches.

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VII. LEADERSHIP		Section Average: 4.17	COMMENTS
A. Does the CEO inspire a shared vision and enlist staff and Board support?	4.0	* Andy is a natural leader.	
B. Does the CEO seek opportunities to improve the Organization and pursue them?	4.4	* Yes.	
C. Does the CEO enable others to act by creating an atmosphere of trust and collaboration?	4.0	* Yes	
D. Does the CEO create standards of excellence and model the behavior?	4.2	* Andy is a role model for his staff and his high standards have assisted in moving this board forward	
E. Does the CEO conform to the high ethical standards of the profession?	4.2	* Andy is extremely careful in this regard. I believe his integrity is beyond reproach.	
F. Does the CEO handle people well in difficult situations?	4.2	* Andy has the ability to take on the role of mediator when opposing factions seem to be at loggerheads.	

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PART II

OBSERVATIONS

I believe that Andy has been able to make this organization his own. He seems to be demanding yet fair. This position requires immense energy and resilience and Andy has both. Our region is undergoing both growth and change in many areas. Andy's leadership has enabled us to take advantage of new technologies and prepare for the changing demographics. He is widely respected on the North Shore and in Northern Nevada. If our economy continues to be strong we are in a very good position to take advantage and grow our tourism. Should the economy falter, as it will sooner or hopefully later, we have the ability to react quickly. I believe Andy is doing an excellent job and deserves to be compensated similarly to the high end of those in similar positions in similar markets.

Andy exceeds standards in every arena. I gave him extra points for those realms in which he really excels.

I have been a part of this board for about 6 months now so it is difficult to say 5 (Significantly Exceeds Standards) on issues when I am still getting familiar. I can say that Andy seems to be very competent and professional and appreciated the support he has provided to me.

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List in order of priority, the CEO's top strengths and areas of improvement to work on during the next evaluation period.

Collaboration

Communication

Budgeting, Planning and Execution

Hard working

Energetic, fair, open minded, knowledgeable, integrity

Andy stepped in when our CA partner encountered a turbulent period to ensure that the overall actions and goals of our coop did not falter. He facilitated the partnership while not missing a beat on his IVCBVB activities, protecting our organization and the partnership.

Andy has earned great respect from our related organizations in Reno/Tahoe/CA, etc. which helps IVCBVB attain our long term goals.

Significant progress has been made in strategic partnerships/initiatives in the past couple years.

Area of attention:

Progress has been made on the IV and CB coordination and access. Would like to see this continue as tourists will see the 2 zip codes as one experience.

The only thing I would ask is keeping things on track in meetings so they do not run for over 2 hours.

Andy should continue to focus on developing new business for the Bureau.

Legislative advocacy. Work with stakeholders to develop a plan to increase visitation from sources outside the organization.

For the next evaluation period, continue to focus the coop on year round and non peak business and keep an eye on coop advertising to ensure that one season/focus does not dominate the marketing message and/or budget.

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List in order of priority, board strengths and areas where the board members can improve during the next evaluation period.

IVCBVB has a strong board with a balance of experienced and new members and a diverse board representing the regional tourism sectors.

During the next evaluation period it is important for the board and staff to continue their positive work in staying focused on the mission of the organization and the strategy/success of tourism within the region.

The board works well together.

Areas of attention:

Increased interaction with sales team.

Revisit the plan to take on an outside entity insuring compliance of private rentals paying their tax. This compliance would very likely benefit the North Shore to a greater extent than Reno/Sparks. I believe we could enlist the fire protection agency to chip in as well.

Within framework of the Bureau, I'm not sure there is much more the Board can do to participate.



north lake tahoe
Incline Village/Crystal Bay Visitors Bureau

President/CEO Self Evaluation

Employee's Name: Andy Chapman	Title: President/CEO
Department:	Date: 6/24/18

I. MAJOR ACCOMPLISHMENTS: Note below any activities and accomplishments completed during the evaluation period which you feel were of significant value and/or beyond the scope of your regular duties. This space can be used to comment on circumstances that may have affected your performance.

2017/18 fiscal year was focused on 5 key initiative areas. These areas included Marketing, Special Events, Enhance Visitor Assets, Political Strategy and Financial Performance. These areas were reviewed, discussed and approved by the Board at its March 2017 retreat in preparation for the upcoming 2017/18 fiscal year. While these initiatives were our core focus, numerous opportunities arose through the year that we took advantage of to maximize our efforts and resulting return.

Below is a review of the core focus areas for FY 2017/18 with key results and accomplishments.

1. Marketing:

- **Continued emphasis on being a year-round destination**
 - Efforts in the FY 2017/18 year continued to focus on our core markets of Los Angeles/Southern California and the Bay Area Drive markets. Specific consumer marketing plans targeted each individual market with a focus on the drive market in our Fall/Spring periods and a focus on the Southern California market in the Summer/Winter season.
 - Efforts to drive mid-week travel was a focus for the past fiscal year with efforts in both our drive and fly markets. This effort continues through the summer to provide less peaks and valleys in our North Lake Tahoe occupancy trends.
 - Created and promoted multi-day itineraries to both leisure, business and the current trend of blending the two with Bleisure promotions.
 - Educated audience segments through interest/behavior-based emails.
 - Increased product placement with core domestic and international receptive and wholesale operators for our key travel partners.
 - Participating in Travel Nevada New York Media event, focused on year-round travel.
 - Participated in Visit California New York Media event, focused on year-round travel.
- **Expand focus for shoulder season travel opportunities**
 - Increased visitation during the Spring and Fall with target niche audiences whose interests align with off-season activities and events.
 - Supported Convention Sales to attract spring and summer meetings & events.
 - Implemented efforts to increase length of stay by working closely with Regional Air Service Corporation (RASC) to boost air travel to Reno International, worked with Visit California and Travel Nevada to increase NLT's exposure with international travelers (focus on UK and Australia), and supported Abbi Agency, Black Diamond and Gate 7's media efforts.

- **Maintain core markets with North Lake Tahoe Marketing Cooperative**
 - Continued focus on Southern California and the Bay Area.
 - Implemented regional marketing efforts to counter low-snow perceptions from January through March.
 - Implemented Experiential Campaign in Los Angeles over a two-weekend period designed to drive awareness, interest and travel during the winter season.
 - Develop the tourism pipeline with more focused marketing efforts to attract more Millennials to North Lake Tahoe.
 - Use meeting and events as a means of attracting first time visitors.
 - Increased the number of conference leads and sales by improving paid media efficiencies, trade show support.
 - Improved website functionality and navigation.
 - Improve Meetings section of the website.
- **Continue to strengthen relationships with regional and strategic partners**
 - With the change of CEO and Tourism Director at the NLTRA, and with IVCBVB Board support, I stepped in and managed the NLT Cooperative programs and staff during the transition to new leadership. This effort included managing all vendor partner programs, oversight of consumer direct efforts, implementation of Sales strategy and efforts, development and implementation of Special Events and oversight of our NLT communication efforts.
 - Participated in the hiring process of the NLTRA's CEO and new Tourism Director.
 - Transitioned new Tourism Director into new position.
 - Increased leveraged opportunities with coop partners and regional partners.
 - Participated in RASC effort as Vice-Chair with efforts to increase and support air service to the Reno Tahoe International Airport.
- **Encourage emerging markets**
 - The New York/Eastern Seaboard continued to be a focus for our consumer advertising, public relations and social efforts. In support of the non-stop JetBlue service to JFK, media relations efforts with key consumer and travel publication provided key 3rd party stories.
 - Continued efforts in the Austin TX market as a new and emerging market. Specific consumer efforts focused on digital media drove high traffic to the GTN website during the campaign run. Due in part to our consumer-focused effort, Frontier Airlines began non-stop service between Austin and RNO.
 - Participated in Travel Nevada's Canadian sales mission focused on year-round travel from our number 1 international market.
 - Worked with State Tourism partners with FAM hosting from India, Korea, China, Mexico, Canada, United Kingdom, France, Germany, and Australia.

2. Special Events

- **Enhance participation and support of special events**
 - Increased budget allocation to special event grant opportunities and tied in event support with out-of-market consumer messaging.
 - Supported events with public relation and social media efforts.
- **Pursue targeted event sponsorships**
 - Continued sponsorship and assisted in the developed and implementation of the 2nd annual Tahoe Film Fest in the first weekend of December.
 - Participated in development and execution of the Northern Lights Festival

3. Enhance Visitor Assets

- Transportation Enhancements
 - Work with TMA/TNT on all regional transportation efforts including expanded service for the North Tahoe Express.

- Successfully worked with TMA staff and board to revise bylaws to include a dedicated representative on TMA board appointed by the IVCBVB BOD.
- Worked with area partners to integrate the TART system into regional consumer marketing efforts
- Working with NDOT on communication of Incline to Sand Harbor bike path construction project to ensure accurate and timely information.
- Began conversation with TART, TTD and TRPA on future transportation enhancements.
- Diamond Peak Master Plan
 - Support in appropriate efforts IVGID's Diamond Peak Master Plan.
- Community Assets for Visitor Use
 - Worked with IVGID and property management companies to clearly articulate the beach access policy for visitors and guests staying at qualified accommodations.
 - Develop and distribute accurate information to visitors related to access beach use and access.
 - Work with activity providers focused on increasing trail access and awareness.
 - Worked with IVGID, Hyatt, North Lake Tahoe Fire on 4th of July fireworks.
- Visitor/Welcome Center
 - Increased Activity Ticket program partners for visitor awareness and interaction
 - Increased non-TOT revenues with increased merchandise and Activity Ticket partner sales.
 - Develop "Art Gallery" space to showcase local art and new Historical and Bonanza Collections
 - Worked with local Ben Rupert on Native American Indian displays.
 - Increased local marketing to drive visitation to center.
 - Worked closely with IVGID Parks and Rec Department on beautification of park surrounding Visitors Center.

4. Political Strategy

- Legislative Advocacy
 - Worked with legal team and RSCVA partners on any potential legislative items coming out of the past term.
- Business Advocacy
 - Worked with Incline partners to further define and support relationship between the IVCBVB, IVGD and ICBA.
 - Worked with Northern Lights event committee to produce a two-week winter celebration scheduled for the first two weeks of December
 - Worked with community partners on 4th of July fireworks to ensure successful event execution.
- True Integration of Incline Village & Crystal Bay Communities
 - Working with area partners to further efforts to integrate communities.

5. Financial Performance

- Accurate financial reporting/accountability
 - Supplied accurate and timely financial reports to board on monthly basis
 - Maximize TOT revenues with targeted marketing efforts designed to drive longer stays and incremental visitation.
- Protect reserve funds
 - Stabilized reserve fund at \$310,000 to maximize TOT funds and create increased visitation
- Grow non-TOT funds
 - Develop retail product to maximize non-TOT sales.
 - Increased vendor participation in Activity Tickets with related commissionable

revenues

- Increased Activity Ticket commission by elevating vendor partners from standard to premier partnership levels.
- Leverage partner \$\$
 - Leverage funds with NLTRA on Cooperative effort
 - Leverage efforts with Travel Nevada and Visit California
 - Leverage efforts with the RSCVA on sales missions and FAM opportunities
 - Leverage efforts with RASC on air service initiatives

II. PERFORMANCE DEVELOPMENT: List areas where you feel performance improvement may be warranted, with suggestions of specific activities that you might undertake.

1. Continue focus on staff development with a goal of employee retention
2. Continue efforts as convener with IVGID and ICBA along with other business associations
3. Continue increased oversight with North Lake Tahoe Marketing Cooperative program with NLTRA partners.
4. Increase communication with RSCVA executive and management staff

III. UPCOMING GOALS: What do you hope to achieve in your job for the upcoming year that could be considered by you and your supervisor as specific goals and objectives for the year?

Based on discussions at the 2018 March Board retreat, the following areas will be focused on for the next three to five years. These focus areas continue the momentum created in the FY 2017/18 strategic visioning discussion. Specific annual plans will be developed with input from the board in support of these initiatives.

1. Transportation – TMA/TART

Board Discussion on Priorities:

- Night rider – for visitors, buses full 10pm – 1am
- Micro transit – for visitors, employees off/on mainline
- Employee van – offset from State → incorporate into overall program
- Quasi transit location at Crystal Bay
- Get info on sales tax (transportation) and gas tax (road only?)
- Look into TRPA/MPO federal allocation- north shore vs. south shore → advocate
- How much is it to run the service now?

Follow-up/Actions:

- Meet with TRPA → then, meet with Tart
- Model the microsite opportunity (explore other possibilities as well – nighttime, employee)
- Get seat on TMA board to be “appointed”
- Get a handle on the tax dollars -- > advocate from there
- Meet with RTC after education/meetings done with others

2. RSCVA Partnership

Board Discussion on Priorities:

- Brand alignment greater now with Go Tahoe North
- Chinese market is interesting
- Data & tools they are using could be investigated

Follow up/Actions:

- Make sure sales folks listed in RSCVA handout have IVCBVB info included in leads
- Stay & play at Lake Tahoe / align with RSCVA new messaging

- Make sure we are getting our fair share → events, and opportunities (Andy)
- Follow up with RSCVA with this feedback and next steps

3. North Lake Tahoe Marketing Coop

Follow up/Actions from Board Discussion:

- Peer to peer board connection
 - Joint board/exec meetings
 - Bi-monthly calls (Daphne) + stakeholders
- Ensure co-administration language gets into contract
- How do you test entering a new market?
 - Using tools quantify benefit for Incline market – ask for analysis
- India as a potential test market?

Employee Signature: _____

Print Name: _____

Supervisor's Signature: _____

Print Name: _____

Date: _____

Strategic Visioning Discussion

Primary Focus Areas

1. Marketing

- a. Continue emphasis on being a year-round destination
- b. Expand focus for shoulder season travel opportunities
- c. Maintain core markets with North Lake Tahoe Marketing Cooperative
- d. Continue to strengthen relationships with regional and strategic partners
- e. Encourage emerging markets

2. Special Events

- a. Pursue targeted event sponsorships
- b. Enhance participation with dedicated events

3. Enhance Visitor Assets

- a. Transportation Enhancements
 - i. Transportation integrated with North shore brand
 - ii. Trailhead connectivity with transportation assets
 - iii. Successful transit system with extended Night Rider service
 - iv. Integration with regional transit marketing efforts
- b. Diamond Peak Master Plan
 - i. Support for increased visitor assets associated with DP Master Plan
- c. Community Assets for Visitor Use
 - i. Define and promote beach access policies
 - ii. Promotion of IVCB activity trail systems
- d. Visitor/Welcome Center
 - i. Continue a "one stop shop" for diverse visitor and local needs
 - ii. Provide information to elevate the guest experience
 - iii. Develop programs to continue returned visitation
 - iv. Develop programs for net-promoter referral scores
 - v. Grow Center revenues

4. Political Strategy

- a. Legislative Advocacy
 - i. Develop a defined platform
 - ii. Focused effort on legislative relationships
 - iii. Increased transit funding (RTC)
 - iv. Support of visitor-servicing infrastructure enhancements

- b. Business Advocacy
 - i. Convener of community partnerships (IVGID, ICBA)
 - ii. Increased community grant opportunities

- c. True Integration of Incline Village & Crystal Bay Communities
 - i. Provide support and leadership in community focused efforts

5. Financial Performance

- a. Accurate financial reporting/accountability
- b. Developed efforts on financial sustainability
- c. Protect reserve funds
- d. Grow non-TOT funds
- e. Leverage partner \$\$