



north lake tahoe

Incline Village - Crystal Bay Visitors Bureau

AGENDA
Board Meeting
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday May 20th, 2020 3pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday May 20th, 2020 beginning at 3:00pm.

MEETING VIA TELECONFERENCE/VIDEOCONFERENCE
ONLY PURSUANT TO NRS 241.023

Public Comment

Pursuant to Section 2 of Directive 006, if a public body holds a meeting by means of teleconference or videoconference and a physical location where members of the public can attend is not provided, the public body must provide a means for the public to provide public comment, and post that means on the public notice agenda. Pursuant to Section 2 of Directive 006, the public may provide public comment by emailing comments to info@gotahoe.com. Comments received prior to 9:00 a.m. on Wednesday, May 20th, 2020, will be transcribed and given to the board for review, and will be included with the minutes of the meeting.

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|---|-----------------------------|
| 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 April Board Minutes (For Possible Action) | Bill Wood |
| V. Review and Direction on Draft 2020/21 IVCBVB Budget (20 min)
(For Possible Action) | Andy Chapman |
| VI. Discussion and Board Direction on Retreat Objectives (30 min) | Andy Chapman |
| VII. Review and Direction on NLT Consumer Recovery Plan (20 min) | Andy Chapman |
| VIII. Review of April 2020 Financial Statements (10 min)
(For Possible Action) | Greg Long |
| IX. Submittal of April Dashboard Report | Greg Long/A. Chapman |

Board Agenda

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| X. Management Reports | Staff |
| a. Operations Report | |
| b. Business Development Manager Report | |
| c. President/CEO | |
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| X1. Old Business | Bill Wood |
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| XII. New Business | Bill Wood |
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| XIII. Director Comments | Bill Wood |
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| XIV. 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. | |
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| XV. Adjournment – (For Possible Action) | |

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

Public Postings

Pursuant to Section 3 of the Declaration of Emergency Directive 006 (“Directive 006”), the requirement contained in NRS 241.023(1)(b) that there be a physical location designated for meetings of public bodies held via teleconference or videoconference where members of the public are permitted to attend and participate has been suspended until April 16, 2020. Moreover, pursuant to Section 3 of Directive 006, the requirements contained in NRS 241.020(4)(a) that public notice agendas be posted at physical locations within the State of Nevada has likewise been suspended. This agenda has been electronically posted in compliance with Directive 006, NRS 241.020(3) at <https://www.gotahoenorth.com/lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/> and <http://notice.nv.gov/>



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

March Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, April 15, 2020, 3pm

I. Call to Order/Roll Call

Bill Wood

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order on ZOOM at 3:07 pm by Chair Bill Wood. Roll call was taken, and the following members were present via live chat: Bill Wood, Michael Murphy, Blaine Johnson, Bill Watson, Heather Bacon. The following IVCBVB employees were present: Greg Long, Director of Operations, Andy Chapman, CEO/President Alex Velto of Hutchison and Steffen, legal counsel.

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.

Alex Velto asked for public comment procedure. CEO Andy Chapman outlined the procedure. Board packet is available at: <https://www.gotahoenorth.com/lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/> and public comments can be sent to info@gotahoe.com. DoO Greg Long confirmed that there was no public comment at this time.

III. Approval of Agenda (For Possible Action)

Bill Wood

Motion to approve the April 2020 agenda by Blaine Johnson. Second by Michael Murphy. Approved.

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

Bill Wood

Motion to approve the March Board Meeting Minutes by Bill Watson. Second by Blaine Johnson. Approved.

V. Update on COVID-19 Travel and Budget Impacts

Andy Chapman

CEO Andy Chapman discusses budget impacts of the shutdown. Staff has been laid off, marketing has been stopped and coop funding has been reduced by 100K for the remainder of the fiscal year. Other visitor center cost savings were discussed.

In the budget reforecast for the remaining 2 months all savings were discussed.

Budget impacts for next fiscal were then discussed. 3 scenarios were presented. A (moderate), B (optimistic), and C (slow). These are meant to start in the creation of the budget planning for next fiscal.

IV-1

VI. Discussion and Direction on CARES ACT Resources

Andy Chapman

CEO Andy Chapman updated the board on the access to the stimulus funds. Casinos were written out of the original ACT. Need protection for existing businesses for tourist economy.

VII. Discussion and Direction Retreat Agenda items

Andy Chapman

CEO Andy Chapman discusses the proposed draft agenda for the board retreat. Board weighs in on direction. Retreat was delayed until June 8th. Short term planning needs to take a more prominent role than initially expected.

**VIII. Review of March 2020 Financial Statements
(For Possible Action)**

Greg Long

DoO Greg Long highlighted several items. Board Members were directed to look at the financial packet for additional questions or concerns.

IX. Review of March Dashboard Report

Greg Long/A. Chapman

Board Members were directed to look at the financial packet for additional questions or concerns.

X. Management Reports

Staff

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

CEO Andy Chapman advised board members to review the packet.

XI. Old Business

Bill Wood

CEO Chapman discusses 2020 Fireworks. Decision has been put on hold with May 1st deadline to cancel.

XII. New Business

Bill Wood

None

XIII. Director Comments

Bill Wood

None

XIV. 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.

N/A

XV. Adjournment – (For Possible Action)

Motion to adjourn by Michael Murphy, Seconded by Heather Bacon. Adjourned. 4:24pm.

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

Crystal Bay Post Office

Incline Village Crystal Bay Visitor Bureau

IVGID Office

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Nevada notices - <http://www.notice.nv.gov>



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

May 20, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: FY 2020/21 Draft Budget

Background

Staff has prepared three budget scenarios for the board review and input. Scenarios range from Moderate Room Revenue (A), Optimistic Room Revenue (B) and Slow Room Revenue (C). Staff will review each scenario with the board.

Possible Board Action

Pending discussion, staff is looking for additional board comment or if desired, Board approval on the FY 2020/21 annual budget.

DRAFT ** 20120/21 TOT Grant Revenue **DRAFT

	Actual month												Total
	May	June	July	August	September	October	November	December	January	February	March	April	
Prior Year Actual	90,945	176,138	270,980	245,218	189,906	97,394	81,074	150,194	135,952	113,929	39,156	5,000	1,595,886
Running	90,945	267,083	538,063	783,281	973,187	1,070,581	1,151,655	1,301,849	1,437,801	1,551,730	1,590,886	1,595,886	
FY 2020/21 Draft Budget (A)													
Running	4,575	35,112	148,927	147,127	132,997	73,001	60,256	120,414	115,020	96,435	85,694	58,725	1,078,284
Variance to Prior	4,575	39,688	188,615	335,741	468,738	541,740	601,996	722,410	837,429	933,864	1,019,559	1,078,284	1,078,284
	-95.0%	-80.1%	-45.0%	-40.0%	-30.0%	-25.0%	-25.7%	-19.8%	-15.4%	-15.4%	-11.8%	-10.7%	-32%
FY 2020/21 Draft Budget (B)													
Running	4,575	52,669	189,543	196,169	151,997	77,868	64,273	127,940	121,785	102,108	96,406	66,066	1,251,399
Variance to Prior	4,575	57,244	246,787	442,956	594,953	672,821	737,094	865,034	986,819	1,088,927	1,185,333	1,251,399	1,251,399
	-95.0%	-70.1%	-30.1%	-20.0%	-20.0%	-20.0%	-20.0%	-14.8%	-10.4%	-10.4%	-14.6%	-12.1%	-22%
FY 2020/21 Draft Budget (C)													
Running	4,575	17,556	81,233	110,345	94,998	58,401	48,205	105,362	94,722	79,417	74,983	51,385	821,182
Variance to Prior	4,575	22,132	103,364	213,709	308,707	367,108	415,313	520,676	615,397	694,815	769,797	821,182	821,182
	-95.0%	-90.0%	-70.0%	-55.0%	-50.0%	-40.0%	-40.5%	-29.8%	-30.3%	-30.3%	-31.5%	-32.7%	-49%
Room Revenue	\$138,129	\$1,060,027	\$4,496,042	\$4,441,690	\$4,015,134	\$2,203,880	\$1,819,097	\$3,635,257	\$3,472,393	\$2,911,336	\$2,587,079	\$1,772,802	\$32,552,955
Option A	5%	20%	55%	60%	70%	75%	75%	80%	85%	85%	80%	80%	
Prior Year Room Revenue	\$2,762,581	\$5,300,135	\$8,174,622	\$7,402,817	\$5,735,905	\$2,938,507	\$2,425,462	\$4,544,071	\$4,085,168	\$3,425,101	\$3,233,849	\$2,216,115	\$52,244,333
Option B (Optimistic Recovery)													
Room Revenue	\$138,129	\$1,590,041	\$5,722,235	\$5,022,254	\$4,588,724	\$2,350,806	\$1,940,370	\$3,862,460	\$3,676,651	\$3,082,591	\$2,910,464	\$1,991,504	\$37,779,228
	5%	30%	70%	80%	80%	80%	80%	85%	90%	90%	90%	90%	
Option C (slow recovery)													
Room Revenue	\$138,129	\$530,014	\$2,452,387	\$3,331,268	\$2,867,953	\$1,763,104	\$1,455,277	\$3,180,850	\$2,859,618	\$2,397,571	\$2,263,694	\$1,551,281	\$24,791,144
	5%	10%	30%	45%	50%	60%	60%	70%	70%	70%	70%	70%	

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CASH FLOW SCENARIOS FY 2020/21

Collection month	May	June	July	August	September	October	November	December	January	February	March	April
Payment month	July	August	September	October	November	December	January	February	March	April	May	June
Draft Budget A (moderate)												
Beginning Cash	421,968	415,171	503,070	523,685	488,466	449,745	429,602	477,039	472,988	466,112	468,678	466,376
Operations Outflow	42832	39938	43751	43769	37282	38316	38234	39249	37994	37316	37795	42149
Program Costs	1860	24060	84660	125202	75660	42660	35460	80802	66060	55260	56300	68788
Ending Cash	377,276	351,173	374,659	354,713	375,525	368,769	355,908	356,987	368,934	373,535	374,582	355,438
Taxable RR to Budget	5%	20%	55%	60%	70%	75%	75%	80%	85%	85%	80%	80%
Draft Budget B (optimistic)												
Beginning Cash	422,464	427,130	541,739	584,485	563,092	514,007	490,870	533,476	524,476	511,750	510,739	501,490
Operations Outflow	45138	40291	44075	46078	37548	38583	41317	40329	39100	40388	38867	43224
Program Costs	6576	38276	111776	128218	90776	49476	44776	91718	76476	66476	69516	80312
Ending Cash	370,751	348,563	385,888	410,189	434,768	425,948	404,778	401,429	408,899	404,885	402,356	377,954
Taxable RR to Budget	5%	30%	70%	80%	80%	80%	80%	85%	90%	90%	90%	90%
Draft Budget C (slow recovery)												
Beginning Cash	420,976	399,155	433,414	459,596	440,229	410,385	389,058	428,404	414,638	404,503	405,882	403,964
Operations Outflow	39632	36745	41083	41170	36685	37700	38456	39470	38195	37551	38030	39684
Program Costs	1600	12500	44900	73892	52550	32300	28150	69692	52100	45500	48340	62628
Ending Cash	379,744	349,910	347,431	344,534	350,994	340,385	322,451	319,241	324,343	321,451	319,511	301,652
Taxable RR to Budget	5%	10%	30%	45%	50%	60%	60%	70%	70%	70%	70%	70%

Lake Tahoe
Incline Village - Crystal Bay Visitors Bureau
FY 2020/21 Draft Budget - OPTION A (Moderate Room Revenue)

1-Jul-20

		2019-20	2019-20	2020-21	20/21 to 19/20 YE	20/21 to 19/20 YE
		Projected YE Actual	Approved Budget	Draft Budget	Variance (\$)	Variance (%)
Beginning Fund Equity		382,960	382,960	414,415		
Income						
R250	Return on Revenues/Fund Transfers	1,595,888	1,720,151	1,078,284	(517,604)	-32.4%
R252	Interest Income/Dividends	311	700	0	(311)	-100.0%
R269	On-Hold Messaging/Revenue	0	700	0	0	#DIV/0!
R270	Miscellaneous Revenues	18	500	0	(18)	-100.0%
R274	Grants	8,000	21,750	0	(8,000)	-100.0%
R277	Concierge Sales	245,537	320,000	38,600	(206,937)	-84.3%
R278	Lift Ticket Sales	786	2,800	0	(786)	-100.0%
R290	Consignment Sales	113	100	0	(113)	-100.0%
46000	Merchandise Sales	50,354	54,754	43,416	(6,938)	-13.8%
Total Income		1,901,007	2,121,455	1,160,300	(740,707)	-39.0%
5000	Cost of Goods Sold	26,703	27,377	23,879	(2,824)	-10.6%
	Gross Profit	1,874,304	2,094,078	1,136,421	(737,883)	-39.4%
Expenses						
305	Staff Wages	379,736	382,142	274,000	(105,736)	-27.8%
312	Employee Vacation Accrual	0	0	0	0	#DIV/0!
313	Employer Insurance of Nevada	879	1,000	879	0	0.0%
314	State Unemployment	3,908	3,100	3,000	(908)	-23.2%
315	Federal Unemployment	377	500	516	139	36.9%
316	PERS Contribution	88,854	93,044	78,000	(10,854)	-12.2%
319	Employer Medicare and SS	4,318	7,000	6,000	1,682	39.0%
320	Health Insurance	35,595	41,084	34,452	(1,143)	-3.2%
Total Salaries, Wages & Benefits		513,667	527,870	396,847	(116,820)	-22.7%
321	Employee Training Benefits	1,045	2,000	0	(1,045)	-100.0%
401	Utilities - Electric	2,308	2,400	2,400	94	4.1%
402	Utilities - Gas & Heat	1,282	1,000	1,000	(282)	-22.0%
403	Utilities - Water	3,977	3,900	3,900	(77)	-1.9%
405	Bank & Credit Card Charges	17,327	15,750	4,101	(13,226)	-76.3%
410	Office Supplies/Equipment	5,961	7,000	3,200	(2,761)	-46.3%
411	Maintenance/Janitorial Services	9,231	15,000	10,749	1,518	16.4%
412	IT Support	987	2,200	1,200	213	21.6%
415	Miscellaneous Tax	0	100	100	100	#DIV/0!
420	Postage & Freight	(49)	500	600	649	-1324.5%
421	Communications	6,593	6,000	6,600	7	0.1%
422	Printing Expenses	121	500	0	(121)	-100.0%
430	Building Repairs & Maintenance	7,190	8,000	9,000	1,810	25.2%
451	Prof. Services - Accounting & Legal	38,804	37,500	30,269	(8,535)	-22.0%
460	Contract Services	4,000	1,000	2,000	(2,000)	-50.0%
461	Remote Offices	39,000	42,000	0	(39,000)	-100.0%
462	Equipment Lease & Maintenance	3,362	3,000	3,360	(2)	-0.1%
470	Misc. Expense	2,310	1,500	0	(2,310)	-100.0%
473	Dues & Subscriptions	4,322	4,500	4,320	(2)	0.0%
474	Licenses & Fees	240	400	300	60	25.0%
501	Travel & Lodging	8,701	7,500	6,000	(2,701)	-31.0%
504	Registrations	2,443	3,500	3,600	1,157	47.4%
505	Local Transport/Car Allowance	442	2,000	600	158	35.7%
507	Meeting Expenses	168	3,600	1,200	1,032	614.3%
601	Hospitality In-Market	1,428	6,500	2,400	972	68.1%
622	Advertising Co-op	850,000	950,000	600,000	(250,000)	-29.4%
623	Regional Marketing Programs	5,782	9,082	6,000	218	3.8%
650	Payroll Services	1,442	1,500	1,200	(242)	-16.8%
689	Web Development/Activity Tickets fee	7,000	7,000	7,000	0	0.0%
690	Sponsorship	55,000	100,000	30,000	(25,000)	-45.5%
691	Shuttle Subsidy	21,511	35,226	23,484	1,973	9.2%
725	Uniforms	440	700	0	(440)	-100.0%
730	Special Promotional Items	83	400	0	(83)	-100.0%
733	On-Hold Messaging	0	1,550	0	0	#DIV/0!
751	Concierge Expenses	217,162	278,400	33,968	(183,194)	-84.4%
800	Grant Expenditures	9,000	5,000	0	(9,000)	-100.0%
51100	Freight and Shipping Costs	35		0	(35)	-100.0%
59900	POS Inventory Adj. Merchandise	536		0	(536)	-100.0%
990	Depreciation Expense	0				
Total Expenses		1,842,849	2,094,078	1,195,398	(646,880)	-35.13%
Net Ordinary Income		31,455	0	(58,977)		
Ending Fund Equity		414,415	382,960	355,438		

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**Lake Tahoe
Incline Village - Crystal Bay Visitors Bureau
FY 2020/21 Draft Budget - OPTION B (Optimistic Room Revenue)**

1-Jul-20

		2019-20	2019-20	2020-21	20/21 to 19/20 YE	20/21 to 19/20 YE
		Projected YE Actual	Approved Budget	Draft Budget	Variance (\$)	Variance (%)
Beginning Fund Equity		382,950	382,950	414,415		

Income

R250	Return on Revenues/Fund Transfers	1,595,888	1,720,151	1,251,399	(344,489)	-21.6%
R252	Interest Income/Dividends	311	700	0	(311)	-100.0%
R269	On-Hold Messaging/Revenue	0	700	0	0	#DIV/0!
R270	Miscellaneous Revenues	18	500	0	(18)	-100.0%
R274	Grants	8,000	21,750	0	(8,000)	-100.0%
R277	Concierge Sales	245,537	320,000	38,600	(206,937)	-84.3%
R278	Lift Ticket Sales	786	2,800	0	(786)	-100.0%
R290	Consignment Sales	113	100	0	(113)	-100.0%
46000	Merchandise Sales	50,354	54,754	50,777	423	0.8%
Total Income		1,901,007	2,121,455	1,340,776	(560,231)	-29.5%

5000	Cost of Goods Sold	26,703	27,377	27,927	1,224	4.6%
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	Gross Profit	1,874,304	2,094,078	1,312,849	(561,455)	-30.0%
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Expenses

305	Staff Wages	379,736	382,142	274,000	(105,736)	-27.8%
312	Employee Vacation Accrual	0	0	0	0	#DIV/0!
313	Employer Insurance of Nevada	879	1,000	879	0	0.0%
314	State Unemployment	3,908	3,100	3,000	(908)	-23.2%
315	Federal Unemployment	377	500	516	139	36.9%
316	PERS Contribution	88,854	93,044	78,000	(10,854)	-12.2%
319	Employer Medicare and SS	4,318	7,000	6,000	1,682	39.0%
320	Health Insurance	35,595	41,084	34,452	(1,143)	-3.2%
	Total Salaries, Wages & Benefits	513,667	527,870	396,847	(116,820)	-22.7%
321	Employee Training Benefits	1,045	2,000	2,000	955	91.4%
401	Utilities - Electric	2,306	2,400	2,400	94	4.1%
402	Utilities - Gas & Heat	1,282	1,000	994	(288)	-22.5%
403	Utilities - Water	3,977	3,900	3,900	(77)	-1.9%
405	Bank & Credit Card Charges	17,327	15,750	4,469	(12,858)	-74.2%
410	Office Supplies/Equipment	5,961	7,000	3,200	(2,761)	-46.3%
411	Maintenance/Janitorial Services	9,231	15,000	10,749	1,518	16.4%
412	IT Support	987	2,200	1,200	213	21.6%
415	Miscellaneous Tax	0	100	100	100	#DIV/0!
420	Postage & Freight	(49)	500	600	649	-1324.5%
421	Communications	6,593	6,000	6,600	7	0.1%
422	Printing Expenses	121	500	0	(121)	-100.0%
430	Building Repairs & Maintenance	7,190	8,000	12,000	4,810	66.9%
451	Prof. Services - Accounting & Legal	38,804	37,500	35,219	(3,585)	-9.2%
460	Contract Services	4,000	1,000	2,000	(2,000)	-50.0%
461	Remote Offices	39,000	42,000	15,000	(24,000)	-61.5%
462	Equipment Lease & Maintenance	3,362	3,000	3,360	(2)	-0.1%
470	Misc. Expense	2,310	1,500	6,000	3,690	159.7%
473	Dues & Subscriptions	4,322	4,500	4,320	(2)	0.0%
474	Licenses & Fees	240	400	300	60	25.0%
501	Travel & Lodging	8,701	7,500	8,000	(701)	-8.1%
504	Registrations	2,443	3,500	4,200	1,757	71.9%
505	Local Transport/Car Allowance	442	2,000	600	158	35.7%
507	Meeting Expenses	168	3,600	1,200	1,032	614.3%
601	Hospitality In-Market	1,428	6,500	2,400	972	68.1%
622	Advertising Co-op	850,000	950,000	700,000	(150,000)	-17.6%
623	Regional Marketing Programs	5,782	9,082	6,000	218	3.8%
650	Payroll Services	1,442	1,500	1,200	(242)	-16.8%
689	Web Development/Activity Tickets fee	7,000	7,000	7,000	0	0.0%
690	Sponsorship	55,000	100,000	50,000	(5,000)	-9.1%
691	Shuttle Subsidy	21,511	35,226	23,484	1,973	9.2%
725	Uniforms	440	700	0	(440)	-100.0%
730	Special Promotional Items	83	400	0	(83)	-100.0%
733	On-Hold Messaging	0	1,550	0	0	#DIV/0!
751	Concierge Expenses	217,162	278,400	33,968	(183,194)	-84.4%
800	Grant Expenditures	9,000	5,000	0	(9,000)	-100.0%
51100	Freight and Shipping Costs	35		0	(35)	-100.0%
59900	POS Inventory Adj. Merchandise	536		0	(536)	-100.0%
990	Depreciation Expense	0				
Total Expenses		1,842,849	2,094,078	1,349,310	(492,968)	-26.78%
Net Ordinary Income		31,455	0	(36,461)		

Ending Fund Equity	414,415	382,960	377,954
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V-5

**Lake Tahoe
Incline Village - Crystal Bay Visitors Bureau
FY 2020/21 Draft Budget - OPTION C (Slow Room Revenue)**

1-Jul-20

		2019-20	2019-20	2020-21	20/21 to 19/20 YE	20/21 to 19/20 YE
		Projected YE Actual	Approved Budget	Draft Budget	Variance (\$)	Variance (%)
Beginning Fund Equity		382,960	382,960	414,415		
Income						
R250	Return on Revenues/Fund Transfers	1,595,888	1,720,151	821,182	(774,706)	-48.5%
R252	Interest Income/Dividends	311	700	0	(311)	-100.0%
R269	On-Hold Messaging/Revenue	0	700	0	0	#DIV/0!
R270	Miscellaneous Revenues	18	500	0	(18)	-100.0%
R274	Grants	8,000	21,750	0	(8,000)	-100.0%
R277	Concierge Sales	245,537	320,000	38,600	(206,937)	-84.3%
R278	Lift Ticket Sales	786	2,800	0	(786)	-100.0%
R290	Consignment Sales	113	100	0	(113)	-100.0%
46000	Merchandise Sales	50,354	54,754	35,580	(14,774)	-29.3%
Total Income		1,901,007	2,121,455	895,362	(1,005,645)	-52.9%
5000	Cost of Goods Sold	26,703	27,377	19,569	(7,134)	-26.7%
	Gross Profit	1,874,304	2,094,078	875,793	(998,511)	-53.3%
Expenses						
305	Staff Wages	379,736	382,142	264,000	(115,736)	-30.5%
312	Employee Vacation Accrual	0	0	0	0	#DIV/0!
313	Employer Insurance of Nevada	879	1,000	879	0	0.0%
314	State Unemployment	3,908	3,100	3,000	(908)	-23.2%
315	Federal Unemployment	377	500	516	139	36.9%
316	PERS Contribution	88,854	93,044	73,920	(14,934)	-16.8%
319	Employer Medicare and SS	4,318	7,000	6,000	1,682	39.0%
320	Health Insurance	35,595	41,084	34,452	(1,143)	-3.2%
Total Salaries, Wages & Benefits		513,667	527,870	382,767	(130,900)	-25.5%
321	Employee Training Benefits	1,045	2,000	0	(1,045)	-100.0%
401	Utilities - Electric	2,306	2,400	2,400	94	4.1%
402	Utilities - Gas & Heat	1,282	1,000	1,000	(282)	-22.0%
403	Utilities - Water	3,977	3,900	3,900	(77)	-1.9%
405	Bank & Credit Card Charges	17,327	15,750	3,709	(13,618)	-78.6%
410	Office Supplies/Equipment	5,961	7,000	3,000	(2,961)	-49.7%
411	Maintenance/Janitorial Services	9,231	15,000	10,749	1,518	16.4%
412	IT Support	987	2,200	1,200	213	21.6%
415	Miscellaneous Tax	0	100	100	100	#DIV/0!
420	Postage & Freight	(49)	500	600	649	-1324.5%
421	Communications	6,593	6,000	6,600	7	0.1%
422	Printing Expenses	121	500	0	(121)	-100.0%
430	Building Repairs & Maintenance	7,190	8,000	4,500	(2,690)	-37.4%
451	Prof. Services - Accounting & Legal	38,804	37,500	35,219	(3,585)	-9.2%
460	Contract Services	4,000	1,000	2,000	(2,000)	-50.0%
461	Remote Offices	39,000	42,000	0	(39,000)	-100.0%
462	Equipment Lease & Maintenance	3,362	3,000	3,360	(2)	-0.1%
470	Misc. Expense	2,310	1,500	0	(2,310)	-100.0%
473	Dues & Subscriptions	4,322	4,500	4,200	(122)	-2.8%
474	Licenses & Fees	240	400	300	60	25.0%
501	Travel & Lodging	8,701	7,500	4,000	(4,701)	-54.0%
504	Registrations	2,443	3,500	1,500	(943)	-38.6%
505	Local Transport/Car Allowance	442	2,000	600	158	35.7%
507	Meeting Expenses	168	3,600	1,200	1,032	614.3%
601	Hospitality In-Market	1,428	6,500	0	(1,428)	-100.0%
622	Advertising Co-op	850,000	950,000	450,000	(400,000)	-47.1%
623	Regional Marketing Programs	5,782	9,082	0	(5,782)	-100.0%
650	Payroll Services	1,442	1,500	1,200	(242)	-16.8%
689	Web Development/Activity Tickets fee	7,000	7,000	7,000	0	0.0%
690	Sponsorship	55,000	100,000	0	(55,000)	-100.0%
691	Shuttle Subsidy	21,511	35,226	23,484	1,973	9.2%
725	Uniforms	440	700	0	(440)	-100.0%
730	Special Promotional Items	83	400	0	(83)	-100.0%
733	On-Hold Messaging	0	1,550	0	0	#DIV/0!
751	Concierge Expenses	217,162	278,400	33,968	(183,194)	-84.4%
800	Grant Expenditures	9,000	5,000	0	(9,000)	-100.0%
51100	Freight and Shipping Costs	35		0	(35)	-100.0%
59900	POS Inventory Adj. Merchandise	536		0	(536)	-100.0%
990	Depreciation Expense	0				
Total Expenses		1,842,849	2,094,078	988,556	(853,722)	-46.36%
Net Ordinary Income		31,455	0	(112,763)		
Ending Fund Equity		414,415	382,960	301,652		

V-6



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

May 20, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Board Strategic Retreat Agenda and Objectives

Background

The IVCBVB Board of Directors will meet on June 8th for their annual Board Retreat and Strategic Direction. This meeting will allow the board and through them staff to finalize the FY 2020/21 work plan and related goals and objectives. Due to C-19 impacts, this year's planning session will address a variety important topics and related discussion.

Possible Board Action

Staff will review with the board the draft strategic discussion agenda items for input and final preparation for the June 8th board retreat.

VI-1

Board Retreat and Strategic Discussion

I. Long Term Plan:

- Address Situation
- Review 17-18 Plan to determine next steps
 - o Keep
 - o Tweak/suspend/stop
 - o Add New (at least temp)
 - o Note any long term items that need short term Pandemic consideration
- Any budget considerations for FY 20/21 to discuss
- Formal motion to adopt as amended and defer until dust settles.

II. COVID-19 Impacts and Recovery Plan (Short-Term) Board Discussion

i. Intro: Situation as of June 1st. Macro (Ralf?) Micro (Andy)

1. - Situation, Assumptions Best Practices
 - a. Assumptions/Hypothesis/Scenarios
 - b. Pandemic Tracker:
 - i. Tahoe vs Other Destinations
 - ii. Tahoe Feeder Markets
 - iii. Consumer Sentiment
 - c. Economic Recovery Tracker
 - i. Demand
 1. Segments
 - a. Locals
 - b. Homeowners, guests
 - c. Destination Visitors
 2. Searches
 3. Bookings – forward looking
 - ii. Supply:
 1. Attractions, Activities
 2. Hotels/Vacation Rentals
 3. Restaurant/Bar
 4. Retail
 - iii. **New Normal Scenario:** (Begin with end in mind)
 - d. Board discussion and actions Possible Straw poll or ??

ii. Crisis Impacts and Response

1. Recover Plan and Strategies

- a. (Local/regional Partnerships)
- b. IVCVB Specific
- c. Implementation
- d. Budget considerations

III. Other:

- i. Incline Village/Crystal Bay positioning to the broader public (via the NLT Marketing Cooperative efforts)
- ii. Occupancy Trends
 1. Weekend vs midweek travel
 2. Overcrowding concerns
 3. Short term rental channel and impacts

- iii. Infrastructure Needs
 - 1. Transit and Transportation improvements and enhancements
 - 2. Air Service
 - 3. Recreational Trail Connectivity
- iv. RSCVA Branding Efforts
 - 1. How does NLT incorporate in the RSCVA efforts
 - 2. Moving visitors from Reno to Lake Tahoe in targeted need times
- v. Political Strategy
 - 1. Legislative Advocacy
 - 2. Business Advocacy
 - 3. Community Advocacy



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

May 20, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: North Lake Tahoe Tourism Recovery Plan

Background

Staff has worked with NLTRA staff and agency partners to develop a return to marketing consumer recover plan. This plan is very fluid, and timing will be determined by State and County directive. Staff will review the plan with the board for input and direction.

Possible Board Action

Pending discussion, staff will work with coop and agency partners on the implementation of the North Lake Tahoe Tourism Recovery Plan.

We are working with our agencies on a phased approach for our consumer campaigns during the COVID pandemic, rebound and recovery phases

Phase 1 – Recognition (Critical Situation)

Strong by Nature / Stronger Together

Estimated Timeline: April - May

- Acknowledge Situation
 - North Lake Tahoe is not inviting visitors at this time in order to protect the locals and their limited resources
- We're in this Together
 - North Lake Tahoe will be doing all it is able to, to advocate for the return of tourism when the time is right to support the 60% of the workforce in the tourism industry
- Offer Hope & Share Bright Moments
 - North Lake Tahoe is here for you, share with us what you #TahoeLove

Tone: Sensitive, Empathetic, Informative, Hopeful

Tactics:

- Stronger Together Campaign (mostly local / Chamber with some Consumer overlap)
- North Lake Tahoe Gift Card Program & Online Shopping
- Public Relations
 - Pitch positive regional strength/resilient stories
 - Pitch long-lead stories
 - Begin to gather data about economic impact of tourism
 - Respond to requests re: safety/news, no active pitching
 - Pitch virtual tours
- Social Media main consumer facing communications channel
 - Messaging still "stay at home"
 - Aspirational imagery
 - Virtual Tours – relaxing mountainside/lakeside videos, longer in length
 - NLT online jigsaw puzzles
 - Share Your Tahoe Memories
 - Increased posting on Pinterest (10/week)
 - Event Specific Topics: Earth Day, National Travel & Tourism Week (May 3-9), CA Tourism Month (May)
- Blog & Newsletter – Stay Connected with Tahoe from Afar

Phase 2 – Rebound (Improving Situation)

Find Your Way

Estimated Timeline: June

- Finding your new normal at your own pace
- Provide visitors tools they need to get back to nature, one step at a time
- Inspire travel

Tone: Inspirational, Awareness, Dreaming, Planning, Fresh Start, Guiding Light

Tactics:

- Business Readiness Program & Visitor Readiness Program
- Public Relations
 - Review website traffic from key DMAs and develop media lists in new drive markets (estimated to be within 7 hour drive range) and review the media outlets in that market to determine opportunities for virtual desksides or FAMs
 - Sharing of deals
 - Pitching editorial calendars
 - Consider creating or participating in roadtrips with other DMOs to encourage long haul travel
- Social Media
 - Inspiration, encourage future travel, information on regional initiatives for safe travel, giveaway to remind people of destination, social distancing travel recommendations/ideas
 - Review website traffic to determine what pages are visited and what activities are most of interest to people
 - Begin development of second content campaign like Local Luminaries, Ale Trail or Tahoe Treasures
- Blog & Newsletter
 - Sharing visitor toolkit
 - Encouraging safe future travel plans
- Paid Search

Phase 3 – Recovery (Travel Ready)

Get Back to Nature

Estimated Timeline: July

- We are here for you and welcome you back
- We're ready when you're ready
- Reconnect with nature – the restorative power of nature / health & wellness
- Getaway in your own backyard, familiarity, closeness
- Outdoor activities for all comfort levels, open space, fresh air, uncrowded, clean

Tone: Inviting, Confident Caring

Positioning Statement: We all have an innate need to explore, wander and revel in the beauty of the world – It's Human Nature to connect with the outdoors. From towering tree-line mountains to crystal blue shorelines, there's no better place to find your new north than North Lake Tahoe. Now is the time we have all been patiently waiting for—lace up your boots, dust off your kayaks and zip up your backpacks. It's time to feel the wind in your hair, smell the pine in the air and see the beauty we were all meant to explore. It's time to get back to nature.

Tactics:

- Public Relations
 - Pitching Focuses: Create easy round-ups of openings with visual elements, Focus on economic impact of travel and encourage spending money in region or using gift cards from gift card program
 - Create one-on-one relationships with journalists via virtual deskside tours, virtual FAM experiences and itineraries, focusing on what's new in summer and fall

- Consider select media FAMs for journalists with very engaged followings and in markets that are likely to travel
 - Host a drive market media day or combined press conference with other DMOs on combined road trips (if relevant)
- Social Media
 - Share itineraries for what to do in North Lake Tahoe
 - Share information about what's open and traveler visitor guide
 - Launch second content campaign
 - Incorporation of Take Care Tahoe messaging
 - Highlight road trips
 - Conduct Facebook Lives
 - Conduct Influencer takeovers with individuals from key drive markets
 - Re-engage previously hosted influencers and ask them to share a Tahoe memory
- Blogs, Newsletters
 - Through the newsletter, encourage future travel and share travel inspiration
 - Share Visitor Readiness Guide
- Paid Search
- Paid Media begins in two (2) phases, utilizes 19.20 FY budget
 - Creative will be very conscientious to include open spaces, no crowds, limited number of people
 - Need to consider if we need face masks in imagery

Phase A

- Approx. one (1) month
- Budget: Approx. \$22k
- Markets: San Francisco, Sacramento(?)
 - Search Marketing
 - Retargeting Display
 - YouTube Video
 - Facebook
 - Trip Advisor
 - OTT (Over the Top) & CTV (Connected TV)
 - 200M OTT & CTV Users
 - 71% of all US HH use OTT 1x/month
 - LA is the #2 top OTT/CTV market
 - SF is the #5 top OTT/CTV market
 - Sac is the #15 top OTT/CTV market
 - Premium inventory directly accesses (you know they watched it)
 - Transparent & validated daily reporting
 - High engagement – all ads non-skippable on in live programming

Phase B

- Approx. three (3) months – into fall/winter
- Budget: \$160k
- Markets: San Francisco, Sacramento(?), Los Angeles, exploring additional micro markets (Redding, Fresno, Bakersfield, etc.)
 - Above plus,
 - Native

- Programatic Display
- Reddit
- Twitter
- Email
- Weekend Sherpa (NorCal & SoCal)

New York and other flight markets will be down the road. As of now, RNO is estimating approx. 30 flights/day in when travel begins again. Before COVID, they had approx. 72 flights/day. They estimate it will take approximate a year to get back up to 50 flights/day. Delta estimates a 3-year recovery to the airline industry.

Will also look into Pacific Northwest as additional drive markets we can consider once we decide to expand out of CA.

MCC

- Utilize and scale Get Back to Nature campaign messaging for MCC
- Emphasis on locations that offer outdoors/fresh air meetings
- Public Relations
 - Engage industry media publications.
 - Pitch ongoing updates of what is open
 - Pitch openings of activities in the region
 - Pitch expert commentary
 - Share hotel incentives being offered in the region
- Social media, Blogs, & Newsletters
 - Increase activities of connecting with corporate executives, meeting planners on LinkedIn to prove North Lake Tahoe as a valuable resource
 - Write blog posts and share on LinkedIn encouraging visitors coming for business or a conference to stay for a few leisure days by sharing itinerary ideas to tack onto their business trip
- Local Message
 - Support local stakeholders and partners by requesting and compiling expert commentary and updated information for publications

International Markets

- International travel restrictions lifted.
- North Lake Tahoe invites international visitors to experience retail offerings, restaurants and regional experiences; local institutions continue to adhere to best practices in healthy/safety precautions.
- Public Relations
 - Provide support to travel partners – Visit California and Travel Nevada.
 - Ensure partners have information about what's new in North Lake Tahoe
 - Reschedule international FAMs that were canceled
- Social media, Blogs, & Newsletters
 - Create and provide a deck for all international offices about What's New in Tahoe, Flight availability to region, content campaigns, etc. along with photos to ensure Tahoe is top of mind.
- Local Message
 - Provide ongoing updates to stakeholders about both international leisure and marketing activities being conducted in the region.

Augustine



North Lake Tahoe Recovery Campaign | April 13, 2020

AGENDA

Objectives

Phased Approach

MCC Strategy

OBJECTIVES

- Develop a phased messaging approach that aligns with the brand while remaining sensitive to our audiences, community and the overall situation
- Adjust and attach tactics to appropriate phases
- Provide a recommendation on phase timing/deployment

The image features a landscape background with a blue sky, a body of water, and a shoreline with trees and rocks. Overlaid on this is a large, dark blue rectangular area. Within this dark area, there is a faint, light-colored topographic map showing contour lines and some small circular features. The title "PHASED APPROACH" is printed in large, bold, yellow capital letters across the center of the dark blue area.

PHASED APPROACH

VI-9

PHASED APPROACH

1

PHASE 1

RECOGNITION (CRITICAL)

STRONG BY NATURE

Acknowledging situation.
We are in this together.

Offer hope and share bright moments.

Tentative Timing:
Now-May



2

PHASE 2

REBOUND (IMPROVING SITUATION)

FIND YOUR NEW NORTH

Finding your new normal, a your own
pace. Provide potential visitors with the
tools they need to get back to nature one
step at a time.

Tentative Timing:
May-June



3

PHASE 3

RECOVERY (TRAVEL READY)

GET BACK TO NATURE

We are here for you and welcome you back.
We're ready when you're ready.

Tentative Timing:
Mid-June/Early July thru
late September/early October

PHASE 1 | RECOGNITION

MESSAGING TYPE/TONE:

- Sensitive
- Empathetic
- Informative
- Hopeful
- Acknowledging situation
- We are in this together
- Offer hope and share bright moments

MESSAGING STRATEGY: STRONG BY NATURE

By nature we are adaptive, resilient and stronger together. The Stronger by Nature messaging platform showcases moments of strength, togetherness and celebrates the memories we have in place of the memories we have lost from this tragedy. These are the things that get us through life's toughest moments and make us stronger on the other side.

PHASE 1 | TACTICS

STRENGTH THROUGH MEMORIES (CONSUMER FACING)

Share memories of yourself, friends and family in enjoying North Lake Tahoe (Trend: people scrolling through photo albums posting old images) *Social Media & Email*

STRENGTH THROUGH TOGETHERNESS (LOCAL COMMUNITY)

Together the communities that make up North Lake Tahoe stand strong in the face of adversity and all share one thing in the highest esteem – their love for North Lake Tahoe.

North Lake Tahoe Through my Window - Social Media & Email

STRENGTH THROUGH SUPPORT (COMBINED/COMMON GOOD)

Communications regarding local businesses and ways they can be supported during these tough times.

Live Activations - Social Media & Email

PHASE 1 | PR TACTICS

ONGOING PITCHING/LISTICLES

Virtual experiences, community support, acts of kindness, economic impact

BLOGS

Maintaining brand awareness i.e. virtual, community spirit, inspiration, videos

SOCIAL INFLUENCERS

Pitch influencers who have previously been to NLT to recreate experiences at home for brand awareness

PHASE 2 | REBOUND

MESSAGING TYPE/TONE:

- Inspirational
- Awareness
- Dreaming
- Planning
- Fresh start
- Guiding light
- Finding your new normal, one step at a time

MESSAGING STRATEGY: FIND YOUR NEW NORTH

Navigating the new normal is uncharted territory for all of us. It's a journey filled with hope, eagerness, excitement—harshly contrasted by uncertainty, anxiety and caution. But we are all wired with an internal compass, one that always points us on our path and uncovers the direction in which we move forward. Going the right way is as easy as finding your new north.

In Phase 2 we will inspire people to find their new north, **providing them with the tools they need to get back to nature one step at a time.** From inspiring blogs to adventurous itineraries, we fuel our audiences to feel good about the future and **equip them to take the next step.**

PHASE 2 | TACTICS

SOCIAL/DIGITAL

- Get Back to Nature Spots - Inspirational image based social posts with map pin graphics
- Future Trip Planning - Blogs and itineraries related to summer/fall activities

PUBLIC RELATIONS

Ongoing pitching/listicles

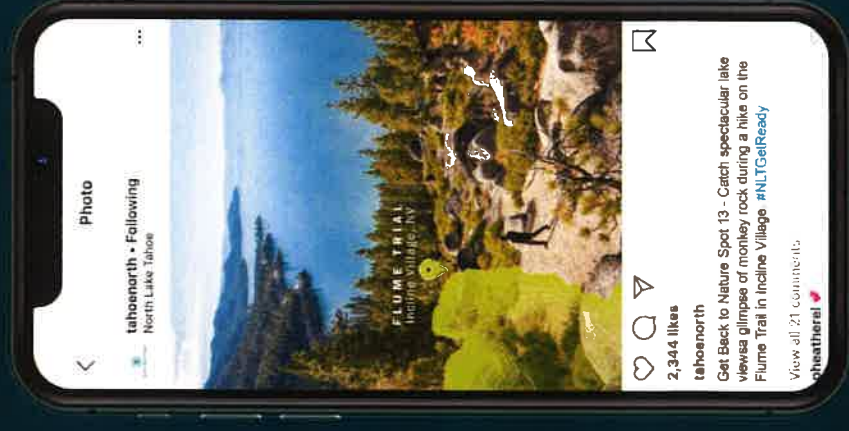
Joyful experiences, in-depth stories of attractions, virtual, inspirational content, economic impact

Blogs

Maintaining brand awareness i.e. inspiration, videos, in-depth stories of attractions

Social Influencers

Pitch local/community (nano) influencers with a soon we'll travel messaging, micro adventures



PHASE 3 | RECOVERY

MESSAGING TYPE/TONE:

- Reconnect with nature (the restorative power of nature, health and wellness)
- Inviting, confident, caring
- Proximity (drive market), familiarity, closeness, getaway in your own backyard
- Outdoor activities for all comfort levels, open space, fresh air, uncrowded
- Business revitalization (support local)
- We are here for you and welcome you back. We're ready when you're ready.

MESSAGING STRATEGY: GET BACK TO NATURE

We all have an innate need to explore, wander and revel in the beauty of the world – It's Human Nature to connect with the outdoors. From towering tree-line mountains to crystal blue shorelines, there's no better place to find your new north than North Lake Tahoe. Now is the time we have all been patiently waiting for—lace up your boots, dust off your kayaks and zip up your backpacks. It's time to feel the wind in your hair, smell the pine in the air and see the beauty we were all meant to explore. It's time to get back to nature.

PHASE 3 | PR TACTICS

ONGOING PITCHING/LISTICLES/PRESS RELEASES

Economic impact, inspirational content, welcoming travelers when they feel ready, micro adventures

BLOGS

Welcoming travelers when they feel ready, inspirational content

ALTERNATIVE ITINERARIES

For any canceled events, prepare itineraries to encourage ticket holders to come to the region regardless

A BIG PUSH WITH LOCAL RENO/SACRAMENTO MEDIA

Coordinate an experience media day as a reminder that we're here to welcome travelers when they feel ready

INDIVIDUAL/GROUP FAM TOURS

Traditional media and social influencers

90 DAY PLAN (B) | RECAP

PART 1 - JUNE

SAN FRANCISCO AND SACRAMENTO

- Search Marketing
- Retargeting Display
- YouTube Video
- Facebook
- TripAdvisor
- OTT.CTV

~~Expedia~~

TOTAL = \$22,650

PART 2 - JULY / AUGUST

SAN FRANCISCO, SACRAMENTO, LA

- Search Marketing
- Retargeting Display
- YouTube Video
- Facebook
- TripAdvisor
- OTT.CTV

• Native

TOTAL = \$159,622

- Programmatic Display
- ~~High Impact~~
- Reddit
- Twitter
- Email
- Weekend Sherpa



MCC STRATEGY

MCC ACTIVATIONS

Utilize and scale Get Back to Nature messaging for MCC audiences, with emphasis on in-person meetings that allow you to get a breath of fresh air while also showcasing the unique venues and group focused activities North Lake Tahoe offers. Leverage the idea of outdoor/fresh air meetings.

MCC ACTIVATIONS

SUPPORTING TACTICS

- **Lead Gen** - Utilize landing page and downloadable planning guides as a lead generation tool
- **Meeting Kits** - Partner with the hotels to design a kit for outdoor meetings that can be used with room blocks of XX or more. *The kit can contain: 5G Hotspot, Audio, Charging Blocks, Portable Whiteboard/Paper.*
- **Email series** - Additional set of eblasts with informative/educational content. *i.e. top 10 meeting ideas, tips and tools, benefits of being outdoors, 2021 planning trends, etc.*

PAID CAMPAIGN | MCC

JULY - AUGUST

- Print Package
- Paid Search
- Facebook/Instagram Retargeting
- Facebook/Instagram Prospecting
- LinkedIn
- Email
- CVENT (annual cost)

TOTAL = \$28,032



28-22

OVERVIEW

VI-23

PHASED APPROACH

1

PHASE 1

RECOGNITION (CRITICAL)

STRONG BY NATURE

Acknowledging situation.
We are in this together.

Offer hope and share bright moments.

Tentative Timing:
Now-May



2

PHASE 2

REBOUND (IMPROVING SITUATION)

FIND YOUR NEW NORTH

Finding your new normal, a your own
pace. Provide potential visitors with the
tools they need to get back to nature one
step at a time.

Tentative Timing:
May-June



3

PHASE 3

RECOVERY (TRAVEL READY)

GET BACK TO NATURE

We are here for you and welcome you back.
We're ready when you're ready.

Tentative Timing:
Mid-June/Early July thru
late September/early October

April 2020 Financial Summary Report

April Month End Variance Report

REVENUE

- 46000 Merch Sales: Under budget due to no sales.
- R277 Concierge: Under budget due to no activity sales.
- R250 Fund Transfer: Over budget due to higher Feb 2020 TOT collections.

EXPENSES

- 0305 Payroll: Under budget due to reduced staff.
- 0461 Remote Offices: Under budget due to agreement with employee.
- 0501 Travel and Lodging: Under budget due to cancelation of events.
- 0622 Advertising Co-op: Under budget due to reduced marketing expense.
- 0690 Sponsorship: Under budget due to cancellation of events.
- 0751 Concierge Expense: Under budget due to no AT sales.

April Year to Date Variance Report

REVENUE

- 46000 Merch Sales: Over budget due to higher retail sales.
- R277 Concierge: Over budget due to higher AT sales.
- R250 Fund Transfer: Over budget due to higher TOT collections.
- R274 Grants: Under budget due to cancelled media event.
- 5000 Cost of Goods Sold: Over budget due to higher retail sales.

EXPENSES

- 0305 Payroll: Over budget due to higher staff needs and commission paid.
- 0320 Health Insurance: Under budget due to lower plan costs.
- 0405 Bank and Credit Card Charges: Over budget due to higher retail and concierge sales.
- 0411 Maintenance/Janitorial: Under budget due to lower needs.
- 0601 Hospitality in Market: Under budget due to lower needs.
- 0622 Advertising Co-op: Under budget due to reduced marketing expense.
- 0623 Regional Marketing Programs: Under budget due to cancellation of campaigns.
- 0690 Sponsorship: Under budget due to cancellation of events.
- 0691 Shuttle Subsidy: Under budget due to cost saving measures.
- 0751 Concierge Expense: Over budget due to strong AT sales.
- 0800 Grant Expenses: Under budget due to cancellation of project.

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

April 2020

	Apr 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	2.65	1,565.82	-1,563.17	0.2%
R277 · Concierge	0.00	3,946.17	-3,946.17	0.0%
R290 · Consignment Sales	0.00	10.00	-10.00	0.0%
Total POS Sales	2.65	5,521.99	-5,519.34	0.0%
R250 · Fund Transfers	113,928.66	109,385.00	4,543.66	104.2%
R252 · Interest Income	9.64	52.00	-42.36	18.5%
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	113,940.95	115,058.09	-1,117.14	99.0%
Cost of Goods Sold				
50000 · Cost of Goods Sold	1.93	561.81	-559.88	0.3%
Total COGS	1.93	561.81	-559.88	0.3%
Gross Profit	113,939.02	114,496.28	-557.26	99.5%
Expense				
0305 · Payroll	28,043.08	29,119.33	-1,076.25	96.3%
0314 · State Employer Taxes	360.06	255.00	105.06	141.2%
0315 · Federal Unemployment	4.85	43.00	-38.15	11.3%
0316 · Public Employees Retirement Sys	7,284.35	7,780.45	-496.10	93.6%
0319 · Employer Medicare/Soc Sec	456.76	539.26	-82.50	84.7%
0320 · Health Insurance	2,871.11	3,462.43	-591.32	82.9%
0321 · Employee Training	0.00	181.82	-181.82	0.0%
0400 · Utilities				
0401 · Utilities- Electric	180.59	210.00	-29.41	86.0%
0402 · Utilities-Gas & Heat	169.69	110.00	59.69	154.3%
0403 · Utilities- Water & Refuse	320.82	310.81	10.01	103.2%
Total 0400 · Utilities	671.10	630.81	40.29	106.4%
0405 · Bank & Cr Card Charges	118.36	161.76	-43.40	73.2%
0410 · Office Supplies & Expenses	89.21	577.08	-487.87	15.5%
0411 · Maintenance/Janitorial	0.00	850.00	-850.00	0.0%
0412 · IT - Computers	87.50	183.33	-95.83	47.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	0.00	36.01	-36.01	0.0%
0421 · Communications	546.93	507.63	39.30	107.7%
0422 · Printing Expenses	0.00	41.66	-41.66	0.0%
0430 · Building Repairs & Insurance	661.00	0.00	661.00	100.0%
0451 · Legal & Accounting Services	1,925.00	2,750.00	-825.00	70.0%
0460 · Contract Services	0.00	42.67	-42.67	0.0%
0461 · Remote Offices	2,500.00	3,500.00	-1,000.00	71.4%
0462 · Equipment Lease & Maint.	121.20	131.22	-10.02	92.4%
0470 · Misc. Expenses	0.00	136.36	-136.36	0.0%
0473 · Dues & Subscriptions	61.67	789.99	-728.32	7.8%
0474 · License & Fees	0.00	34.18	-34.18	0.0%
0501 · Travel & Lodging	-146.82	1,434.00	-1,580.82	-10.2%
0504 · Registrations	-325.00	38.56	-363.56	-842.8%
0505 · Local Transportation/Car	0.00	168.80	-168.80	0.0%
0507 · Meeting Expenses	0.00	50.00	-50.00	0.0%
0601 · Hospitality in Market				
0601.5 · In House	0.00	100.00	-100.00	0.0%
0601 · Hospitality in Market - Other	10.71	127.00	-116.29	8.4%
Total 0601 · Hospitality in Market	10.71	227.00	-216.29	4.7%

UTII-2

Profit & Loss Budget vs. Actual

Accrual Basis

April 2020

	Apr 20	Budget	\$ Over Budget	% of Budget
0622 • Advertising Co-op	34,314.00	90,820.00	-56,506.00	37.8%
0623 • Regional Marketing Programs	0.00	811.14	-811.14	0.0%
0650 • Payroll Expense	95.00	120.75	-25.75	78.7%
0690 • Sponsorship	-15,000.00	26,000.00	-41,000.00	-57.7%
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	0.00	3,433.17	-3,433.17	0.0%
0800 • Grant Expenses	0.00	454.55	-454.55	0.0%
Total Expense	64,750.07	175,486.58	-110,736.51	36.9%
Net Ordinary Income	49,188.95	-60,990.30	110,179.25	-80.7%
Net Income	49,188.95	-60,990.30	110,179.25	-80.7%

VIII-3

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July 2019 through April 2020

	Jul '19 - Apr 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	49,353.13	40,754.00	8,599.13	121.1%
R277 · Concierge	245,537.00	235,612.16	9,924.84	104.2%
R278 · Lift Tickets	786.00	2,800.00	-2,014.00	28.1%
R290 · Consignment Sales	113.00	90.00	23.00	125.6%
Total POS Sales	295,789.13	279,256.16	16,532.97	105.9%
R250 · Fund Transfers	1,551,730.16	1,534,857.00	16,873.16	101.1%
R252 · Interest Income	316.82	591.64	-274.82	53.5%
R269 · On Hold Messaging	0.00	590.95	-590.95	0.0%
R270 · Miscellaneous Revenue	17.50	410.95	-393.45	4.3%
R274 · Grants	5,500.00	10,000.00	-4,500.00	55.0%
Total Income	1,853,353.61	1,825,706.70	27,646.91	101.5%
Cost of Goods Sold				
50000 · Cost of Goods Sold	25,490.27	18,270.93	7,219.34	139.5%
50003 · Lift Tickets	715.00	2,622.00	-1,907.00	27.3%
Total COGS	26,205.27	20,892.93	5,312.34	125.4%
Gross Profit	1,827,148.34	1,804,813.77	22,334.57	101.2%
Expense				
0305 · Payroll	333,111.26	323,903.37	9,207.89	102.8%
0313 · Employers Insurance of Nevada	879.00	1,000.00	-121.00	87.9%
0314 · State Employer Taxes	3,533.42	2,685.00	848.42	131.6%
0315 · Federal Unemployment	291.21	413.98	-122.77	70.3%
0316 · Public Employees Retirement Sys	76,030.28	77,483.05	-1,452.77	98.1%
0319 · Employer Medicare/Soc Sec	3,363.27	5,921.47	-2,558.20	56.8%
0320 · Health Insurance	29,853.41	34,159.09	-4,305.68	87.4%
0321 · Employee Training	1,045.00	1,636.38	-591.38	63.9%
0400 · Utilities				
0401 · Utilities- Electric	1,905.42	2,000.02	-94.60	95.3%
0402 · Utilities-Gas & Heat	1,213.21	861.78	351.43	140.8%
0403 · Utilities- Water & Refuse	3,342.31	3,264.90	77.41	102.4%
Total 0400 · Utilities	6,460.94	6,126.70	334.24	105.5%
0405 · Bank & Cr Card Charges	17,132.48	13,868.47	3,264.01	123.5%
0410 · Office Supplies & Expenses	5,512.13	5,845.83	-333.70	94.3%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	2,555.00	3,249.00	-694.00	78.6%
0411 · Maintenance/Janitorial - Other	6,674.93	9,675.00	-3,000.07	69.0%
Total 0411 · Maintenance/Janitorial	9,229.93	12,924.00	-3,694.07	71.4%
0412 · IT - Computers	985.00	1,787.47	-802.47	55.1%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	81.81	-81.81	0.0%
0420 · Postage & Freight	-78.88	428.00	-506.88	-18.4%
0421 · Communications	5,492.63	4,985.80	506.83	110.2%
0422 · Printing Expenses	121.14	416.60	-295.46	29.1%
0430 · Building Repairs & Insurance	6,789.81	7,200.00	-410.19	94.3%
0451 · Legal & Accounting Services	33,029.00	32,000.00	1,029.00	103.2%
0460 · Contract Services	0.00	872.36	-872.36	0.0%
0461 · Remote Offices	34,000.00	35,000.00	-1,000.00	97.1%
0462 · Equipment Lease & Maint.	2,664.31	2,401.69	262.62	110.9%
0470 · Misc. Expenses	0.00	1,227.24	-1,227.24	0.0%
0473 · Dues & Subscriptions	4,190.67	4,287.96	-97.29	97.7%
0474 · License & Fees	172.00	331.62	-159.62	51.9%
0501 · Travel & Lodging	8,630.69	7,024.43	1,606.26	122.9%
0504 · Registrations	2,443.00	3,422.92	-979.92	71.4%
0505 · Local Transportation/Car	441.96	1,662.41	-1,220.45	26.6%
0507 · Meeting Expenses	-34.38	1,860.00	-1,894.38	-1.8%

VILL-4

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July 2019 through April 2020

	Jul '19 - Apr 20	Budget	\$ Over Budget	% of Budget
0601 - Hospitality in Market				
0601.5 - In House	1,532.26	3,955.33	-2,423.07	38.7%
0601 - Hospitality in Market - Other	249.27	2,394.54	-2,145.27	10.4%
Total 0601 - Hospitality in Market	1,781.53	6,349.87	-4,568.34	28.1%
0622 - Advertising Co-op	781,371.00	837,877.00	-56,506.00	93.3%
0623 - Regional Marketing Programs	3,992.28	7,459.70	-3,467.42	53.5%
0650 - Payroll Expense	1,097.50	1,258.50	-161.00	87.2%
0690 - Sponsorship	37,240.00	85,000.00	-47,760.00	43.8%
0691 - Shuttle Subsidy/Sponsorship	23,484.00	35,226.00	-11,742.00	66.7%
0725 - Uniforms	440.00	700.00	-260.00	62.9%
0730 - Special Promotional Items	83.16	327.24	-244.08	25.4%
0733 - On-Hold Messaging	0.00	1,291.70	-1,291.70	0.0%
0751 - Concierge Expense	217,161.51	205,374.59	11,786.92	105.7%
0800 - Grant Expenses	0.00	4,090.95	-4,090.95	0.0%
51100 - Freight and Shipping Costs	943.34	0.00	943.34	100.0%
59900 - POS Inventory Adj -Merchandise	535.33			
Total Expense	1,653,418.93	1,775,913.20	-122,494.27	93.1%
Net Ordinary Income	173,729.41	28,900.57	144,828.84	601.1%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	5.00			
Total Other Income	5.00			
Net Other Income	5.00			
Net Income	173,734.41	28,900.57	144,833.84	601.1%

VIT-5

May 20, 2020

Revenues & Stats				
	Mar-2020	Mar-2019	Variance	
Grant Revenues				
Monthly	\$ 38,984	\$ 107,757		-63.8%
YTD	\$ 1,590,714	\$ 1,615,475		-1.5%
Total Taxable Revenues	\$ 1,182,118	\$ 3,233,849		-63.4%
	Mar. Actual	Mar. Budget		
Monthly	\$ 38,984	\$ 107,757		-63.8%
YTD	\$ 1,590,714	\$ 1,615,475		-1.5%
Occupancy				
Hotel	16.6%	50.5%		-67.2%
Motel	18.7%	41.1%		-54.4%
Vacation Rental	14.4%	22.3%		-35.6%
Time Share	4.3%	9.0%		-52.2%
Home Owner	9.81%	13.5%		-27.3%
Total	13.14%	27.8%		-52.7%
Room Rate				
Hotel	\$ 202.34	\$ 204.14		-0.9%
Motel	\$ 82.53	\$ 96.99		-14.9%
Vacation Rental	\$ 60.91	\$ 215.72		-71.8%
Time Share	\$ 230.03	\$ 176.17		30.6%
Home Owner	\$ 334.06	\$ 279.21		19.6%
Total	\$ 162.85	\$ 208.39		-21.9%
RevPar				
Hotel	\$ 33.48	\$ 103.13		-67.5%
Motel	\$ 15.46	\$ 39.83		-61.2%
Vacation Rental	\$ 8.74	\$ 48.09		-81.8%
Time Share	\$ 9.88	\$ 15.91		-37.9%
Home Owner	\$ 332.76	\$ 37.63		-12.9%
Total	\$ 21.40	\$ 57.96		-63.1%

Visitor Information Comparative Statistics For Fiscal YTD				
	Apr-2020	Apr-2019	Variance	
Walk In Visitor Count				
Monthly	0	1811		-100.0%
YTD	37,413	36,242		3.2%
Merchandise Sales				
Monthly	\$ 3	\$ 2,757		-99.9%
YTD	\$ 49,353	\$ 42,176		17.0%
Concierge & AT Sales				
Monthly	\$ -	\$ 3,722		-100.0%
YTD	\$ 245,537	\$ 231,535		6.0%
Vacation Planners Mailed	5	59		-91.5%

Destimetrics Reservations Activity (as of Apr 30, 2020)				
	FY 2019/20	FY 2018/19	Variance	
Current Month Occupancy	0.2	41.6%		-51.9%
Current Month ADR	\$ 348	\$ 241		44.4%
Current Month REVPAR	\$ 1	\$ 100		-99.0%
Next Month Occupancy	1.30%	33.4%		-96.1%
Next Month ADR	\$ 365	\$ 223		63.7%
Next Month REVPAR	\$ 5	\$ 74		-93.2%
Winter Total Occupancy (proj)	37.5%	52.0%		-27.9%
Winter Total ADR (proj)	\$ 408	\$ 363		12.4%
Winter Total REVPAR (proj)	\$ 153	\$ 189		-19.0%

Reno Tahoe International Airport				
	March 2020	March 2019	Variance	
Total Passengers Served	194,796	383,215		-49.2%
Average Load Factor	49.8%	85.0%		-41.4%
Total Number of Departures	1,666	1,960		-15.0%
Non-Stop Destinations Served	19	20		-5.0%
Departing Seat Capacity	200954	229473		-12.4%
Crude Oil Averages (barrel)	\$ 29.21	\$ 58.15		-49.8%

Notes of interest:

COVID-19 has created significant impacts on the airline industry as a whole and Reno Tahoe Airport

Conference Revenue Statistics				
(Booked as of March 31st, 2020)	FY 2019/20	FY 2018/19	Variance	
Total Revenue Booked	\$ 2,859,379	\$ 2,851,161		0.3%
Number of Room Nights	12,061	15,246		-20.9%
Number of Delegates				#DIV/0!
Number of Tentative Bookings	56	64		-12.5%
Conference Revenue And Percentage by County:				
	19-20	18-19		
Placer	76.0%	66.0%	\$ 2,179,286	\$ 1,871,342
Washoe	17.0%	10.0%	\$ 580,475	\$ 287,644
South Lake	7.0%	24.0%	\$ 206,618	\$ 692,175
Nevada	0.0%	0.0%	\$ -	\$ -
Total Conference Revenue	100.0%	100.0%	\$ 2,966,379	\$ 2,851,161
				4.0%

EX-1

Summary:

All non-essential staff has been laid off. The Visitors Center may open within the next week. Andy or I are in the office Monday thru Friday.

Staffing:

- Staff has been laid off and will not be returning to work before the visitors start traveling again

Operations:

- Eliminating all non-essential expenses at Visitors Center
- Reopen planning and ordering necessary supplies
- Coordinate with Washoe County Sheriff for vandalism reports

Projects:

- GoTahoeNorth website coordination of COVID changes
- Budget reforecast
- Install outside motion lights in rear of building
- Security camera quotes
- Rewriting Trails brochure

Meetings attended:

- Countless phone meetings and conferences

Sales Department Report for April 2020

Staff – Bart Peterson – Business Development Manager

Leisure

Newsletter for our travel trade industry has been delivered to (463) recipients and saw a 24% open rate
Webinar for Best Day Travel on April 30th had (185) agents attend
Attended Travel Nevada happy hour zoom calls

Conference

Three new leads sent from 4/1/20 to 4/30/20:

- SYNEX Corporation – Secret Sauce Event July 2020; 7/22/20-7/24/20; 20 rooms
- Destinations Link Hospitality, LLC – Tech Meeting 2020; 9/14/20-9/18/20; 500 rooms
- Esource – ACBG Committee Meeting; 4/19/21-4/22/21; 76 rooms

Newsletter for MCC planners sent to the East Coast distribution list of (262) and saw a 18% open rate
Followed up with (28) tentative programs

Bid on 2022 Outdoor Media Summit

New prospects entered into iDSS include:

- America Outdoors
- Archery Trade Association
- Sports & Fitness Industry Association
- PeopleForBikes
- Recreational Boating & Fishing Foundation
- Motorcycle Industry Council
- National Forest Recreation Association
- Society of Outdoor Recreation Professionals
- International Snowmobile Association
- BRP – Ski-Doo, Sea-Doo and Can-Am
- Hobie Cat
- Wilderness Trail Bikes
- Vuori, Inc
- Birkenstock
- CamelBak
- Big Agnes
- Polaris Industries
- Arctic Cat
- Fjallraven
- ZOIC
- Clipped in Races
- Carve Designs
- Chaco
- Sweet Protection
- Lezyne
- Crankbrothers – Fizik
- Wolverine Worldwide

xb-1

President/CEO Report
Activities Report
May 20th, 2020

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Suspended all marketing and promotional efforts as of 3/15
 - Reforecasted Coop FYE 19/20 budget with expense savings
 - Work with all Coop staff on departmental expense recovery
 - Work with agency partners on development of recovery plan
 - Established COVID-19 industry talking points
 - Revised all social media messages to align with COVID-19 talking points
 - Contracting with existing agency partners for additional one-year period
 - Negotiated price reductions with all Coop agency partners including international office representation
- PROJECTS
 - COVID-19 impacts across all project
 - FY 2020/21 Revenue Budget forecasting
 - Reforecasted IVCBVB budget due to COVID-19 impacts
 - Continued discussions with TART on Incline Village transit improvements
 - Preparing Strategic Board Retreat Agenda and Programming
 - Canceled 4th of July Fireworks Celebration and notified all vendors.
 - Applied for an AARP Living Communities Grant for Night Service Pilot program.
 - Meet with Carl Hasty on Tahoe Transportation Board of Directors on-boarding.
 - Working with RSCVA board chair on CEO Search Firm RFQ.
 - Coordinating with regional DMO's for cooperative "Tahoe Open" LA campaign.
 - Preparing Visitor and Business Readiness Guide with NLTRA.
- MEETINGS (in person or virtual)
 - Attended NLTE Executive Committee Meeting
 - Attended Sales Staff meetings
 - Attended Vendor status meetings
 - Attended Visit California Research Committee Meeting (weekly)
 - Attended Visit California Brand/Content Committee Meeting
 - Attended RSCVA Board Meeting
 - Attended RSCVA Finance Committee Meeting
 - Attended RASC Executive Committee Meeting (weekly)
 - Attended RASC Board Meeting
 - Attended TMA Meeting
 - Attended NLTRA Tourism Development Meeting
 - Attended DMAWest Board Meeting
 - Attended RTIA Status Briefing
 - Attended TTD Board Meeting