



north lake tahoe

Incline Village Crystal Bay Visitors Bureau

AGENDA
Board Meeting
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Monday, June 8th, 2020 8:30am

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Monday, June 8th, 2020 beginning at 8:30am. The meeting will be held at the Hyatt Lake Tahoe Resort, located at 111 Country Club Drive, Incline Village NV 89451.

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 8:30 am on Monday June 8th, 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 May Board Minutes (For Possible Action) | Bill Wood |
| V. Discussion and Possible Action on FY 2020/21 Annual Budget (For Possible Action) | Andy Chapman |
| VI. FY 2020/21 Board Officer Appointment (For Possible Action) | Bill Wood |
| VII. Board Retreat and Strategic Discussion (Internal View) | Chapman/Garrison/Board |
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- 1. Long Term Plan Review, Discussion and Direction**
 - Review and Affirmation of 2017/18 Strategic Plan
 - Discussion on any Long-Term Budget Consideration
 - Formalize Direction to Staff
 - 2. Review of Board Interview**
 - 3. COVID-19 Impacts and Recovery Plan (Medium Short-Term)**
 - Intro: Current Situation (6/1/20)
 - 1. Situation, Assumptions and Best Practices
 - 2. Pandemic Tracker:

3. Tourism/Economic Recovery Process
 - a. Visitor Return Demand
 - b. Tourism Product Supply
 - c. New Normal Scenario: (Begin with end in mind)
4. Board discussion and actions: Possible Straw poll

4. Crisis Impacts and Response

5. Recover Plan and Strategies
 - a. Local/regional Partnerships
 - b. IVCB Specific
 - c. Implementation
 - d. Budget considerations

5. Project Review, Discussion and Board Direction

1. Incline Village/Crystal Bay positioning to the broader public (via the NLT Marketing Cooperative efforts)
2. Infrastructure Needs
3. Regional Partner Cooperation/Alignment
4. Political Strategy
 - a. Legislative Advocacy
 - b. Business Advocacy
 - c. Community Advocacy

6. Confirm Long Term Plan Direction

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| VIII. Old Business | Bill Wood |
| VIII. New Business | Bill Wood |
| IX. Director Comments | Bill Wood |
| X. 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 |
| XI. 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/>



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Incline Village | Crystal Bay Visitors Bureau

**May Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, May 20, 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 3:11 pm by Chair Bill Wood. Roll call was taken, and the following members were present via live chat: Bill Wood, Michael Murphy (3:20), Blaine Johnson, 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.

DoO Greg Long confirmed that there was no public comment emailed to info@gotahoe.com at this time.

III. Approval of Agenda (For Possible Action)

Bill Wood

Motion to approve the May 2020 agenda by Blaine Johnson. Second by Heather Bacon. Approved.

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

Bill Wood

Motion to approve the April Board Meeting Minutes by Heather Bacon. Second by Blaine Johnson. Approved.

V. Review and Direction on Draft 20/21 IVCBVB Budget

Andy Chapman

CEO Andy Chapman discusses budget planning and offers 3 different options. The 3 options include different revenue scenarios. A (moderate), B (optimistic), and C (slow). Expenses are changed based on revenue and show how the reserves are affected from these projections. Board would like to stick to Moderate (33% reduction in revenue) but not skimp on payroll. Board would like us to retain employees so the guest can still get the service they expect even at the expense of the reserves. No action is taken at this point. Board will review again in June.

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VI. Discussion and Direction on Retreat Objectives

Andy Chapman

CEO Andy Chapman shares thoughts on retreat and confirms Board is still willing to get together in person for the retreat. Board is prepared for meeting. Agenda is discussed and agreed upon for the meeting on June 8th.

VII. Review and Direction on NLT Consumer Recover plan

Andy Chapman

CEO Andy Chapman discusses recovery plan. Right now we are completely on hold until middle to late June. Direction and creative is being developed for the rebound stage. Guests want to know what we, the destination, are doing to protect them. Fall is a big opportunity for us. Start with local community and work out from there in a circular motion. Stay in CA with marketing for the foreseeable future. Plan is included in packet.

**VIII. Review of April 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 May 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

Visitors Center is opening on May 21st. Chapman outlines changes that we have made.

XII. New Business

Bill Wood

Board positions are discussed and will be finalized next month. DoO Long discusses vandalism at the Visitors Center and changes that have been made to prevent that in the future.

XIII. Director Comments

Bill Wood

None

XIV. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Wood

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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. 4:34pm.

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

Incline Justice Court

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

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	(3,000)	-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						
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	329,788	(49,948)	-13.2%
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	82,940	(5,914)	-6.7%
319	Employer Medicare and SS	4,318	7,000	6,000	1,682	39.0%
320	Health Insurance	35,595	41,084	37,896	2,301	6.5%
Total Salaries, Wages & Benefits		513,667	527,870	461,019	(52,648)	-10.2%
321	Employee Training Benefits	1,045	2,000	1,000	(45)	-4.3%
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	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	8,000	(701)	-8.1%
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	9,000	3,218	55.7%
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	1,285,570	(556,708)	-30.24%
Net Ordinary Income		31,455	0	(149,149)		
Ending Fund Equity		414,415	382,960	265,266		

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Incline Village | Crystal Bay Visitors Bureau

June 8th, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: IVCBVB Board Officer Appointment

Background

The IVCBVB officers hold a one-year rotating position. New officers are appointed at the June meeting for the following fiscal year. Current board member officer positions are:

Bill Wood – Chair
Micheal Murphy – Vice Chair
Bill Watson – Secretary/Treasurer
Heather Bacon – Board Member
Blane Johnson – Board Member

Historically the board officer positions rotate up each year starting July 1st with the term ending June 30th. Per this established process, below is the suggested officer list for FY 2020/21.

Micheal Murphy – Chair
Bill Watson – Vice Chair
Heather Bacon – Secretary/Treasurer
Blane Johnson – Board Member
Bill Wood – Board Member

Possible Board Action

Pending Board discussion, staff requests Board to appointment a new slate of officers for the 2020/21 fiscal year.

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Incline Village | Crystal Bay Visitors Bureau

June 4, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Board Strategic Retreat Agenda and Objectives

Background

The IVCBVB Board of Directors will conduct their annual Strategic Planning Retreat on Monday June 8th starting at 8:30am. Staff and facilitator will provide relevant materials and data during the board discussion based on the items outlined in the board agenda.

Attached to this staff report are the following documents:

- FY 2017/18 Strategic Visioning Discussion
- FY 2020/21 Planning Retreat Board Interview Overview

Possible Board Action

Staff anticipates board discussion and direction in the finalization of the FY 2020/21 strategic plan update and related short-term and long-term impacts.

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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 \$\$

To: Andy Chapman, CEO of IVCBVB
From: Ralf Garrison
Re: IVCVB Planning Retreat Board Interviews
5/8/2020

Please find below a brief recap Synopsys of the Board phone meetings that I conducted during this past week

OVERVIEW:

- I spoke with all five Board members (Bill Wood, Michael Murphy, Bill Watson, Heather Bacon, and Blaine Johnson) at various times between April 30th and May 4th, each call being approximately 45 minutes to 1 hr.
- In each case, the format was relatively similar: brief introductions and then a conversation centered around a broad base series of prompting questions that I had prepared previously. Results were recorded in handwritten notes and a cryptic spreadsheet for further reference.
- The primary purpose of the conversation is memorialized in the first three bullets below followed by other, related items that came up in the conversation that varied somewhat from person to person.
 1. **Should the June 8th Board retreat take place?** Four/five Board members feel the meeting is important, and prefer a face-to-face meeting if circumstances allow, but agree that immediate pandemic-related subjects are more important and should take priority.
 2. **How should the agenda be balanced between short and long term issues?** Short term/immediate issues should be prioritized, preceded by an update as to the current status of the "situation" and any other information available about "best practices", etcetera. Long term planning issues should not be abandoned but deferred
 3. **What attention should be given to long term goals at this stage?** The 17/18 previous long term plan should remain in effect as the "status quo" for the time being but briefly reviewed as a short term placeholder, then deferred for six months -one year while the impacts of the pandemic and the impacts of the post pandemic economy can be quantified and evaluated. A possible process for addressing long term items during the 6/8 meeting might include:
 - i. Brief review of the broader industry situation and 17/18 plan, and discussion as to:
 1. What was and is still true, and should be continued
 2. What was in the plan but should be changed, suspended, or eliminated
 3. What was not in the Plan that should be added, either:
 - a. Short term/triage
 - b. Long term (to be deferred 6 months to a year as per above)

GENERAL QUESTIONS:

1. **What is your biggest concern keeping you awake?** General consensus: a premature or mismanaged reopening could that creates a new hotspot, sets the destination back by weeks or months, and erodes goodwill.
2. **Any silver linings?** North Tahoe may have more advantages than other destinations with its: 1) historical focus on the outdoors, 2) big population drive market in the West Coast, 3) long standing brand and loyalty in the marketplace, 4) broader network of regional affiliates, 5) fixed funding formula for Washoe County.
3. **What are some things IVCBVB does not usually focus upon that they could/should attend to in the short term?** There were various from several Board members, generally along the same lines and summarized below:

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- i. Focus has always been on the destination guest marketing which is/should continue to be the primary focus, but done in conjunction with other regional partners and once common policy and messaging has been determined related to reopening.
 - ii. Second, homeowners have not been a primary focus but should be considered in the short term both regarding their return to Incline Village area and their use of units with friends, family, and short term rentals. If IVCBVB could come up with a suggested policy/recommendation, it might be worthwhile.
 - iii. Local residents/business owners: never really a primary focus of IVCBVB but particularly important in the short term due to recent feedback/pushback from "anti-tourism locals".
 - iv. Support and dialogue with local business: not a historical focus but clearly some local businesses, restaurants, and bars will be challenged to maintain solvency both in the short term and potentially into the upcoming winter season.
4. **Should IVCBVB be involved in policy and messaging regarding post-COVID reengagement?** Yes, little IVCBVB can do by themselves, so Andy should take a leadership role with other area affiliates and colleagues with whom he has relationships. Note: this is already coming into focus, and likely precedes the Board meeting.....
 5. **Should Board planning retreat address any 19/20 budget or operating issues?** No, it's pretty much water under the bridge.
 6. **Should IVCBVB be planning related to 20/21 budgeting and related assumptions?** Note: Board had mixed reaction to this... Some think the 20/21 budget is a done deal. Others think it has been sketched out but is subject to revision as the assumptions coming from the post-COVID planning come into focus and get reconciled.
 7. **If you had to guess, what is the timeframe for this recovery using capital V,U, L, W examples?** Mixed reactions but no "V", some "U", fear of "W", economic fallout could be long term measured in months and years.
 8. **Should IVCBVB try to track the return of demand and project revenue in conjunction with Washoe County, local businesses, and etcetera?** Mixed answers including "would be nice, but how?" and "yes, if practical".
 9. **Once the COVID pandemic has been quantified, will "things" return to normal?** While Board members would hope for a return to near normal, the consensus was that some things will change forever, maybe dramatically so, while other things will be slow to return but could possibly return to normal. Examples of those things slowest to return to normal would include big conferences, large group gatherings, special events, international visitation, and significant air transportation.
 10. **Is there anything in the long term plans that should continue to be focused upon and emphasized?** Most Board members think it would be good to continue to do as much as is practical especially in inter-regional politics (who does what) and specifically in the transportation/infrastructure initiatives already long since discussed. Note: one conversation about reintroducing fee-based access to the lack as a funding and traffic control mechanism now made more palatable in the post-pandemic era.

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