



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

AGENDA

Board Meeting

Lake Tahoe Incline Village Crystal Bay Visitors Bureau

Wednesday April 21st, 2021 8:30am

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday April 21st, 2021 beginning at 8:30am.

MEETING VIA TELECONFERENCE/VIDEOCONFERENCE
ONLY PURSUANT TO NRS 241.023

Public Notice

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. 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 NRS 232.2175 at <https://notice.nv.gov>. Members of the public may view the meeting live at <https://www.youtube.com/channel/UCRgOOU8chjrxgdbXBMEeiA/featured>

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 before 4:00 p.m. on Tuesday April 20, 2021, will be transcribed and given to the Board for review and will be included with the minutes of the meeting.

Supporting Materials

Pursuant to Section 5 of Directive 006, the requirement contained in NRS 241.020(3)(c) that physical locations be available for the public to receive supporting material for public meetings has been suspended. Supporting materials for the meeting are available on the IVCBVB’s website at <https://www.gotahoenorth.com/lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>. Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Greg Long, 969 Tahoe Blvd, Incline Village NV 89451 775-832-1606.

Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board of Directors may combine two or more agenda items for consideration, may remove an item from the agenda or may delay discussion relating to an item on the agenda at any time.

AGENDA

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| I. Call to Order/Roll Call | Michael Murphy |
| 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. | Michael Murphy |
| III. Approval of Agenda (For Possible Action) | Michael Murphy |
| IV. Approval of February 2020 Board Minutes (For Possible Action) | Michael Murphy |
| V. Review of March 2021 Financial Statements (For Possible Action) | Greg Long |
| VI. Update on Summer 20221 Micro Transit Pilot Program | Andy Chapman |
| VII. Discussion and Direction on FY 2021/22 Revenue Projections | Andy Chapman |
| VIII. Board Retreat and Strategic Discussion | Chair/Board/Chapman |
| <ul style="list-style-type: none">• Nevada Department of Transportation Update - Bhu Sandhu• Sustainability/Traveler Pledge Discussion – Liz Bowling• NLT Coop Efforts/NLTRA Relationship – Jeff Hentz• Lunch Break | 9:30 – 10:15
10:30 – 11:00
11:00 – Noon
Noon – 1:00 |
| <ul style="list-style-type: none">• RSCVA Update – Charles Harris, CEO• Washoe County Update – Commissioner Alexis Hill | 1:00 – 2:00 |
| <ul style="list-style-type: none">• Tahoe Area Plan• Tourism Impact Mitigation/Volunteer Programs• Coordinated Regional Efforts | 2:00 – 3:30 |
| <ul style="list-style-type: none">• Regional Transportation Panel | 2:00 – 3:30 |
| <ul style="list-style-type: none">• Tahoe Regional Planning Agency – Nick Haven• Regional Transportation Commission – Mark Maloney• Tahoe Transportation District – Carl Hasty• Placer County TART – Jaime Wright/Will Gardner• Transportation Management Association - Christine Maley-Grubl• Downtowner Micro Transit – Stephen Murray | 2:00 – 3:30 |
| <ul style="list-style-type: none">• Board Discussion and Direction | 3:30 – 4:00 |
| IX. Old Business | Michael Murphy |
| <ul style="list-style-type: none">• Agency RFP Update | Michael Murphy |
| X. New Business | Michael Murphy |
| <ul style="list-style-type: none">• Board Member Recruitment | Michael Murphy |
| XI. Director Comments | Michael Murphy |
| XII. 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. | Michael Murphy |
| XIII. Adjournment – (For Possible Action) | |



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

February Board Meeting Minutes Lake Tahoe Incline Village Crystal Bay Visitors Bureau Wednesday, February 17, 2021, 3:00pm

I. Call to Order/Roll Call

Michael Murphy

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:03pm on Zoom by Chair Michael Murphy. Roll call was taken, and the following members were present: Bill Wood, Michael Murphy, Bill Watson and Blane Johnson. The following IVCBVB employees were present: Greg Long, Director of Operations, Andy Chapman, CEO, Devon Reese of Hutchison and Steffen legal counsel.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Michael Murphy

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)

Michael Murphy

Motion to approve the February 2021 agenda by Bill Watson. Second by Bill Wood. Approved.

IV. Approval of November 2020 Board Minutes (For Possible Action)

Michael Murphy

Motion to approve the November Board Meeting Minutes by Bill Watson. Second by Bill Wood. Approved.

V. Review of November 2020 Financial Statements (For Possible Action) Greg Long

DoO Greg Long and CEO Chapman highlighted several items. Board Members were directed to look at the financial packet for additional questions or concerns. Board combined items V, VI and VII for one motion.

Motion to approve the October, November and December Financial Statements by Bill Watson. Second by Bill Wood. Approved.

VI. Review of December 2020 Financial Statements (For Possible Action) Greg Long

DoO Greg Long and CEO Chapman highlighted several items. Board Members were directed to look at the financial packet for additional questions or concerns. Board combined items V, VI and VII for one motion.

Meeting Minutes

Motion to approve the October, November and December Financial Statements by Bill Watson. Second by Bill Wood. Approved.

VII. Review of January 2021 Financial Statements (For Possible Action) Greg Long

DoO Greg Long and CEO Chapman highlighted several items. Board Members were directed to look at the financial packet for additional questions or concerns. Board combined items V, VI and VII for one motion.

Motion to approve the October, November and December Financial Statements by Bill Watson. Second by Bill Wood. Approved.

VIII. Review of FY 20/21 Six Month Reforecast (For Possible Action) Chapman/Long

CEO Chapman shows the reforecast and discusses items with a \$3000 or greater variance to the original budget. Revenue highlights include: Merchandise revenue is down, Fund transfers are above budget substantially, Grants are above budget. Expense highlights include: Payroll is below budget, Office supplies are above budget, Travel is down, Dallas co-op was not in original budget, Advertising co-op is below budget, Regional marketing is down and Sponsorship is above budget (if needed).

Motion to approve the FY 20/21 Six month reforecast by Bill Watson. Second by Bill Wood. Approved.

IX. CEO Annual Review/Perf Evaluation (For Possible Action) Chair/Board

CEO Chapman reminds board of the original discussion from July 2020 on the postponement of this item until January 2020. CEO Chapman talks through the goals document and outlines the goals that were met. Discussion starts by excusing CEO Chapman. The Board analyzes the goal document one goal at a time. Andy accomplished 50% of his goals which equate to a 10% (based on salary) bonus. In regards to an increase in pay, the board discussed a COLA increase or possible more. They settled on a 3.5% increase in pay.

Motion to approve 50% of the 20% bonus which equates to a 10% bonus for FY 19/20 by Bill Watson. Second by Bill Wood. Approved.

Motion to approve a 3.5% pay increase retroactive to July 1, 2020 by Bill Watson. Second by Bill Wood. Approved.

X. FY 20/21 CEO Performance Goals Andy Chapman

This item was postponed.

XI. FY 21/22 Strategic Board Retreat Discussion/Direction Andy Chapman

CEO Chapman reminds board that there is a yearly retreat in the spring and brings up topics to look at for this year. April is agreed upon for this year's retreat and to have it in person at the Hyatt. Topics suggested are: NDOT to address summer road construction, Transit, Marketing Co-op, Items related to returning to normal, Sustainability and Washoe County commissioner introduction.

XII. Update on Consumer Market Media Target Markets **Andy Chapman**
CEO Chapman tells Board about the marketing CO-OP meeting from the previous week. Visit CA has started marketing to the state of CA. Should we enter LA market? Some softening in the Spring booking window.

XIII. Review of February Dashboard Report **Long/Chapman**
DoO Greg Long and CEO Chapman walked the Board through the dashboard. Board Members were directed to look at the packet for more detail.

XIV. Management Reports **Staff**
a. Operations Report
b. Business Development Manager Report
c. President/CEO

Provided in packet for review.

XV. Coop Departmental Reports **Andy Chapman**
a. Conference Sales (in packet)
b. Leisure Sales (in packet)
c. Website Content (in packet)
d. Communications/Social (in packet)
e. Advertising (in packet)

Provided in packet for review.

XVI. Old Business **Michael Murphy**
Bill Wood talked about TART stopping evening service into Incline Village.

XVII. New Business **Michael Murphy**
CEO Chapman gave an update on the Fireworks planning. Decided IVCBVB would be the name on the permit with the county. Does not change much. Not sure if we will still host the Fireworks. Co-op has started the RFP process to potentially find new agencies.

XVIII. Director Comments **Michael Murphy**
None

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

None

XX. Adjournment – (For Possible Action)

Motion to adjourn by Bill Wood. Second by Blane Johnson. Adjourned. 4:46pm.

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Meeting Minutes

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>

March 2021 Financial Summary Report

March Month End Variance Report

REVENUE

- R250 Fund Transfer: Over budget due to higher Jan 2021 TOT collections

EXPENSES

- 0305 Payroll: Under budget due to lower staff needs
- 0412 IT- Computers: Over budget due to upgrading old computer system
- 0461 Remote Offices: Over budget due to renewed Chicago contract
- 0622 Advertising Co-op: Under budget due to suspension of funding
- 0623 Regional Marketing Programs: Under budget due to no marketing spending

March Year to Date Variance Report

REVENUE

- R250 Fund Transfer: Over budget due to higher TOT collections
- R270 Miscellaneous Revenue: Over budget due to commission on conference sales
- R274 Grants: Over budget due to unexpected grant opportunities

EXPENSES

- 0305 Payroll: Under budget due to lower staffing than expected
- 0316 PERS: Under budget due to lower staff costs
- 0410 Office Supplies: Over budget due to upgrading old computer system
- 0411 Maintenance: Under budget due to lower cleaning and snow removal costs
- 0412 IT- Computers: Over budget due to upgrading old computer system
- 0461 Remote Offices: Over budget due to unexpected contract renewal
- 0501 Travel and Lodging: Under budget due to delay in travel
- 0611 Advertising Dallas Co-op: Over budget due to unexpected opportunity
- 0622 Advertising Co-op: Under budget due to suspension of funding
- 0623 Regional Marketing Programs: Under budget due to limited marketing spending
- 0690 Sponsorship: Under budget due to lower sponsorship grants
- 0800 Grant Expenses: Over budget due to unexpected grant opportunities

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

Accrual Basis

March 2021

	Mar 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	2,163.10	2,181.00	-17.90	99.2%
Total POS Sales	2,163.10	2,181.00	-17.90	99.2%
R250 · Fund Transfers	173,349.63	115,020.00	58,329.63	150.7%
R252 · Interest Income	6.66			
Total Income	175,519.39	117,201.00	58,318.39	149.8%
Cost of Goods Sold				
50000 · Cost of Goods Sold	993.56	1,200.00	-206.44	82.8%
Total COGS	993.56	1,200.00	-206.44	82.8%
Gross Profit	174,525.83	116,001.00	58,524.83	150.5%
Expense				
0305 · Payroll	25,749.78	28,357.00	-2,607.22	90.8%
0314 · State Employer Taxes	261.14	250.00	11.14	104.5%
0315 · Federal Unemployment	16.68	43.00	-26.32	38.8%
0316 · Public Employees Retirement Sys	7,061.46	6,980.00	81.46	101.2%
0319 · Employer Medicare/Soc Sec	411.25	500.00	-88.75	82.3%
0320 · Health Insurance	2,996.38	3,158.00	-161.62	94.9%
0400 · Utilities				
0401 · Utilities- Electric	183.85	225.00	-41.15	81.7%
0402 · Utilities-Gas & Heat	137.03	145.00	-7.97	94.5%
0403 · Utilities- Water & Refuse	314.34	312.00	2.34	100.8%
Total 0400 · Utilities	635.22	682.00	-46.78	93.1%
0405 · Bank & Cr Card Charges	306.84	109.00	197.84	281.5%
0410 · Office Supplies & Expenses	314.99	200.00	114.99	157.5%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	0.00	600.00	-600.00	0.0%
0411 · Maintenance/Janitorial - Other	304.00	300.00	4.00	101.3%
Total 0411 · Maintenance/Janitorial	304.00	900.00	-596.00	33.8%
0412 · IT - Computers	2,517.50	100.00	2,417.50	2,517.5%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	0.00	50.00	-50.00	0.0%
0421 · Communications	568.81	550.00	18.81	103.4%
0430 · Building Repairs & Insurance	261.00	750.00	-489.00	34.8%
0451 · Legal & Accounting Services	1,925.00	1,925.00	0.00	100.0%
0461 · Remote Offices	1,500.00	0.00	1,500.00	100.0%
0462 · Equipment Lease & Maint.	263.38	280.00	-16.62	94.1%
0473 · Dues & Subscriptions	218.67	360.00	-141.33	60.7%
0474 · License & Fees	0.00	25.00	-25.00	0.0%
0501 · Travel & Lodging	0.00	500.00	-500.00	0.0%
0504 · Registrations	0.00	300.00	-300.00	0.0%
0505 · Local Transportation/Car	0.00	50.00	-50.00	0.0%
0507 · Meeting Expenses	195.77	100.00	95.77	195.8%
0601 · Hospitality in Market				
0601.5 · In House	47.89	100.00	-52.11	47.9%
0601 · Hospitality in Market - Other	0.00	100.00	-100.00	0.0%
Total 0601 · Hospitality in Market	47.89	200.00	-152.11	23.9%

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

Accrual Basis

March 2021

	Mar 21	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	0.00	64,200.00	-64,200.00	0.0%
0623 · Regional Marketing Programs	0.00	1,000.00	-1,000.00	0.0%
0650 · Payroll Expense	97.50	100.00	-2.50	97.5%
51100 · Freight and Shipping Costs	76.46			
Total Expense	45,729.72	111,678.09	-65,948.37	40.9%
Net Ordinary Income	128,796.11	4,322.91	124,473.20	2,979.4%
Net Income	128,796.11	4,322.91	124,473.20	2,979.4%

Profit & Loss Budget vs. Actual

July 1, 2020 through March 30, 2021

	Jul 1, '20 - Mar 30, 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 - Merchandise Sales	32,125.20	32,993.65	-868.45	97.4%
R277 - Concierge	200.00	0.00	200.00	100.0%
R290 - Consignment Sales	38.00	0.00	38.00	100.0%
Total POS Sales	32,363.20	32,993.65	-630.45	98.1%
R250 - Fund Transfers	1,417,979.21	833,718.68	584,260.53	170.1%
R252 - Interest Income	114.24	0.00	114.24	100.0%
R270 - Miscellaneous Revenue	7,906.60	0.00	7,906.60	100.0%
R274 - Grants	94,000.00	0.00	94,000.00	100.0%
Total Income	1,552,363.25	866,712.33	685,650.92	179.1%
Cost of Goods Sold				
50000 - Cost of Goods Sold	15,514.29	18,146.29	-2,632.00	85.5%
Total COGS	15,514.29	18,146.29	-2,632.00	85.5%
Gross Profit	1,536,848.96	848,566.04	688,282.92	181.1%
Expense				
0305 - Payroll	237,491.78	247,998.26	-10,506.48	95.8%
0313 - Employers Insurance of Nevada	952.00	879.00	73.00	108.3%
0314 - State Employer Taxes	1,630.62	2,241.94	-611.32	72.7%
0315 - Federal Unemployment	175.01	385.61	-210.60	45.4%
0316 - Public Employees Retirement Sys	55,548.66	62,102.84	-6,554.18	89.4%
0319 - Employer Medicare/Soc Sec	3,769.47	4,483.87	-714.40	84.1%
0320 - Health Insurance	26,718.38	28,320.13	-1,601.75	94.3%
0321 - Employee Training	0.00	1,000.00	-1,000.00	0.0%
0400 - Utilities				
0401 - Utilities- Electric	1,318.46	1,782.74	-464.28	74.0%
0402 - Utilities-Gas & Heat	714.75	747.32	-32.57	95.6%
0403 - Utilities- Water & Refuse	2,881.83	2,943.94	-62.11	97.9%
Total 0400 - Utilities	4,915.04	5,474.00	-558.96	89.8%
0405 - Bank & Cr Card Charges	1,761.40	1,649.48	111.92	106.8%
0410 - Office Supplies & Expenses	7,541.49	2,393.55	5,147.94	315.1%
0411 - Maintenance/Janitorial				
0411.5 - Snow Removal	1,140.00	3,229.65	-2,089.65	35.3%
0411 - Maintenance/Janitorial - Other	3,790.80	5,590.32	-1,799.52	67.8%
Total 0411 - Maintenance/Janitorial	4,930.80	8,819.97	-3,889.17	55.9%
0412 - IT - Computers	3,284.97	896.77	2,388.20	366.3%
0415 - Misc. Sales Tax (Sales Tax Paid on Purchases)	6.43	72.43	-66.00	8.9%
0420 - Postage & Freight	135.77	448.39	-312.62	30.3%
0421 - Communications	4,960.71	4,932.26	28.45	100.6%
0430 - Building Repairs & Insurance	5,186.95	6,725.81	-1,538.86	77.1%
0451 - Legal & Accounting Services	22,235.50	24,431.90	-2,196.40	91.0%
0460 - Contract Services	0.00	2,000.00	-2,000.00	0.0%
0461 - Remote Offices	11,500.00	0.00	11,500.00	100.0%
0462 - Equipment Lease & Maint.	2,193.18	2,510.97	-317.79	87.3%
0473 - Dues & Subscriptions	4,730.01	3,228.39	1,501.62	146.5%
0474 - License & Fees	51.68	224.19	-172.51	23.1%
0501 - Travel & Lodging	625.07	6,483.87	-5,858.80	9.6%
0504 - Registrations	0.00	2,690.32	-2,690.32	0.0%
0505 - Local Transportation/Car	49.88	448.39	-398.51	11.1%
0507 - Meeting Expenses	588.82	896.77	-307.95	65.7%
0601 - Hospitality in Market				
0601.5 - In House	1,008.39	896.77	111.62	112.4%
0601 - Hospitality in Market - Other	66.75	896.77	-830.02	7.4%
Total 0601 - Hospitality in Market	1,075.14	1,793.54	-718.40	59.9%

Profit & Loss Budget vs. Actual

July 1, 2020 through March 30, 2021

	Jul 1, '20 - Mar 30, 21	Budget	\$ Over Budget	% of Budget
0611 - Advertising Dallas Co-op (Advertising Dallas Co-op)	125,000.00	0.00	125,000.00	100.0%
0622 - Advertising Co-op	334,800.00	464,129.03	-129,329.03	72.1%
0623 - Regional Marketing Programs	70.00	7,467.74	-7,397.74	0.9%
0650 - Payroll Expense	927.50	896.77	30.73	103.4%
0690 - Sponsorship	16,389.50	50,000.00	-33,610.50	32.8%
0691 - Shuttle Subsidy/Sponsorship	22,216.33	23,484.00	-1,267.67	94.6%
0800 - Grant Expenses	69,000.00	0.00	69,000.00	100.0%
51100 - Freight and Shipping Costs	176.25	0.00	176.25	100.0%
59900 - POS Inventory Adj -Merchandise	22.56	0.00	22.56	100.0%
Total Expense	970,660.90	969,510.19	1,150.71	100.1%
Net Ordinary Income	566,188.06	-120,944.15	687,132.21	-468.1%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	0.76	0.00	0.76	100.0%
Total Other Income	0.76	0.00	0.76	100.0%
Net Other Income	0.76	0.00	0.76	100.0%
Net Income	566,188.82	-120,944.15	687,132.97	-468.1%

DRAFT ** 2021/22 TOT Grant Revenue **DRAFT

Actual month Payment month	May		June		July		August		September		October		November		December		January		February		March		April		Total
	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	Running	Variance to Prior	
Prior Year Actual 2020/21	29,883		177,026		236,125		221,869		188,594		140,318		99,838		150,977		173,350		156,134		95,974		66,359		1,736,447
FY 2021/22 Draft Budget (A)	91,505		177,011		259,235		244,051		188,668		123,755		78,704		151,187		138,485		132,709		95,975		66,360		1,747,643
Running	91,505		268,516		527,751		771,802		960,470		1,084,225		1,162,929		1,314,116		1,452,600		1,585,309		1,681,284		1,747,643		1,747,643
Variance to Prior	206.2%	0.0%	9.8%	10.0%	10.0%	10.0%	10.0%	10.0%	3.0%	-2.0%	-11.8%	-21.2%	-1.5%	0.1%	0.1%	-20.1%	-0.1%	-15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
FY 2021/22 Draft Budget (B)	91,505		177,011		259,235		244,051		194,328		137,506		98,380		151,187		173,106		156,128		95,975		66,360		1,844,770
Running	91,505		268,516		527,751		771,802		966,130		1,103,636		1,202,016		1,353,202		1,526,308		1,682,436		1,778,411		1,844,770		1,844,770
Variance to Prior	206.2%	0.0%	9.8%	10.0%	10.0%	10.0%	10.0%	3.0%	-2.0%	-2.0%	-1.5%	-1.5%	-0.1%	0.1%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6%	
FY 2021/22 Draft Budget (C)	88,554		159,310		223,885		210,771		169,801		110,005		78,704		151,187		155,795		140,515		95,975		66,360		1,650,860
Running	88,554		247,863		471,748		682,519		852,320		962,325		1,041,029		1,192,216		1,348,011		1,488,526		1,584,501		1,650,860		1,650,860
Variance to Prior	196.3%	-10.0%	-5.2%	-5.0%	-5.0%	-10.0%	-5.0%	-10.0%	-10.0%	-21.6%	-21.6%	-21.2%	-2.1%	0.1%	0.1%	-10.1%	-10.1%	-10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Room Revenue	\$2,762,509		\$5,343,880		\$7,826,195		\$7,367,797		\$5,695,806		\$3,736,124		\$2,376,042		\$4,564,262		\$4,180,797		\$4,006,421		\$2,897,437		\$2,003,367		\$52,760,638
Option A	310%	100%	110%	110%	110%	100%	100%	100%	100%	90%	80%	80%	85%	100%	100%	80%	80%	85%	100%	100%	100%	100%	100%	100%	
Prior Year Room Revenue	\$891,132		\$5,343,880		\$7,114,723		\$6,697,997		\$5,695,806		\$4,151,249		\$2,970,053		\$4,564,262		\$5,225,996		\$4,713,437		\$2,897,437		\$2,003,367		\$52,269,339
Option B (Optimistic Recovery)	\$2,762,509		\$5,343,880		\$7,826,195		\$7,367,797		\$5,866,680		\$4,151,249		\$2,970,053		\$4,564,262		\$5,225,996		\$4,713,437		\$2,897,437		\$2,003,367		\$55,692,862
Room Revenue	310%	100%	110%	110%	110%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Option C (slow recovery)	\$2,673,396		\$4,809,402		\$6,738,987		\$6,363,097		\$5,126,225		\$3,320,999		\$2,376,042		\$4,564,262		\$4,703,396		\$4,242,093		\$2,897,437		\$2,003,367		\$49,838,795
Room Revenue	300%	90%	95%	95%	95%	90%	90%	90%	90%	80%	80%	80%	90%	100%	100%	90%	90%	90%	90%	100%	100%	100%	100%	100%	