

TRAVEL  
**North**  
**TAHOE**  
NEVADA

**AGENDA**

**Board Meeting**

**Lake Tahoe Incline Village Crystal Bay Visitors Bureau**  
**Wednesday July 20<sup>th</sup>, 2022 3:00 pm**

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau (Travel North Tahoe Nevada) will hold their monthly meeting on Wednesday July 20<sup>th</sup> beginning at 3:00pm. The meeting will be held at the Incline Village Crystal Bay Visitor Bureau office located at 969 Tahoe Blvd, Incline Village, NV 89451.

**Public Notice**

This notice has been properly posted at the following locations: Incline Village Post Office, IVGID Office, Crystal Bay Post Office, Incline Justice Court, Incline Village Crystal Bay Visitor Bureau, at <https://www.gotahoenorth.com/lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/> and NRS 232.2175 at <https://notice.nv.gov>.

**Public Comment**

Public Comment will be at the beginning and ending of this meeting and is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. Agenda items may be taken out of order, may be combined for consideration by the Board, and may be removed from the Agenda at any time. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the IVCBVB clerk at the beginning of the meeting. Comments based upon viewpoint may not be restricted by the Board.

**Supporting Materials**

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.

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**AGENDA**

- |                                                                                                                                                                          |                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>I. Call to Order/Roll Call</b>                                                                                                                                        | <b>Blane Johnson</b> |
| <b>II. PUBLIC COMMENT – Pursuant to NRS 241.020</b><br>This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting. | <b>Blane Johnson</b> |
| <b>III. Approval of Agenda (For Possible Action)</b>                                                                                                                     | <b>Blane Johnson</b> |

Board Agenda

- |                                                                                                                                          |                             |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>IV. Board Chair Welcome and FY 2022/23 Platform</b>                                                                                   | <b>Blane Johnson</b>        |
| <b>V. Approval of June 2022 Board Meeting Minutes (For Possible Action)</b>                                                              | <b>Blane Johnson</b>        |
| <b>VI. Review of Preliminary FYE 2022 Financial Statements (15 min)</b>                                                                  | <b>Greg Long</b>            |
| <b>VII. CEO Annual Review and Performance Merit Evaluation for Future Salary &amp; Incentive Payments (For Possible Action) (30 min)</b> | <b>Chair/Board Members</b>  |
| <b>VIII. Submittal of June Dashboard</b>                                                                                                 | <b>Greg Long/A. Chapman</b> |
| <b>IX. Management Reports</b>                                                                                                            | <b>Andy Chapman</b>         |
| <b>X. Departmental Reports</b>                                                                                                           | <b>Andy Chapman</b>         |
| a) Conference Sales                                                                                                                      |                             |
| b) Leisure Sales                                                                                                                         |                             |
| c) Consumer Advertising                                                                                                                  |                             |
| d) Social/Content                                                                                                                        |                             |
| e) Public Relations                                                                                                                      |                             |
| <b>XI. Old Business</b>                                                                                                                  | <b>Blane Johnson</b>        |
| • Initial SkyShow Review                                                                                                                 |                             |
| <b>XII. New Business</b>                                                                                                                 | <b>Blane Johnson</b>        |
| <b>XIII. Director Comments</b>                                                                                                           | <b>Blane Johnson</b>        |
| <b>XIV. PUBLIC COMMENT – Pursuant to NRS 241.020</b>                                                                                     | <b>Blane Johnson</b>        |
| This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.                        |                             |
| <b>XV. Adjournment – (For Possible Action)</b>                                                                                           |                             |



north lake tahoe

Incline Village • Crystal Bay Visitors Bureau

**June 2022 Board Meeting Minutes**  
**Lake Tahoe Incline Village Crystal Bay Visitors Bureau**  
**Tuesday, June 15, 2022, 3:00pm**

**I. Call to Order/Roll Call**

**Bill Watson**

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:09pm by Chair Bill Watson. Roll call was taken, and the following members were present: Michael Murphy, Bill Watson, Claudia Andersen, Blane Johnson, Tyler Gaffaney. The following IVCBVB employees were present: Greg Long, Director of Operations, Andy Chapman, President/CEO. Legal representation from Hutchison and Steffen.

**II. PUBLIC COMMENT – Pursuant to NRS 241.020**

**Bill Watson**

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

None.

**III. Approval of Agenda (For Possible Action)**

**Bill Watson**

Motion to approve the June 2022 agenda by Michael Murphy. Second by Claudia Andersen. Approved.

**IV. Approval of May 2022 Board Meeting Minutes (For Possible Action)** **Bill Watson**

Motion to approve the May 2022 Meeting Minutes by Michael Murphy. Second by Tyler Gaffaney. Approved.

**V. Discussion and Possible Action on May 2022 Financials**

**Long/Chapman**

DoO Greg Long and CEO Chapman highlighted several items on the financial statements. Board Members were directed to look at the financial packet for additional questions or concerns. Motion to approve the Financial Statements by Michael Murphy. Second by Blane Johnson. Approved.

**VI. Review and Possible Action on FY 22/23 NLT Coop Budget**

**Chapman/Long**

CEO Chapman provides coop budget planning process review. Highlights: Getting back to 2018/19 funding and expense levels. Our contribution will be 1.1MM, Resort association will be

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1.4MM. Carry over will be reduced. Consumer marketing will be increased. Most of this spend will be digital. Conference sales is reduced due to staffing. 2.6MM total Coop budget. Motion to approve the Coop budget by Michael Murphy. Second by Tyler Gaffaney. Approved.

**VII. FY 2022/23 Board Officer Appointment (For Possible Action) Andy Chapman**

CEO Chapman discusses the usual process for appointing officers which is the “next man/woman up.” Board agrees with that thinking which will be: Blane Johnson – Chair, Michael Murphy – Vice chair, Claudia Andersen – Secretary. Bill Watson and Tyler Gaffaney are at large positions. Motion to approve the officer appointment by Michael Murphy. Second by Tyler Gaffaney. Approved.

**VIII. NLT Marketing Coop Committee Appointment (Possible Action) Andy Chapman**

CEO Chapman discusses the process of appointment. Heather Bacon and Ashley Barton are stepping away. Paul Raymore, Blane Johnson, Tyler Gaffaney and Andy Chapman are nominated to join the Coop Committee. Motion to approve the Coop Committee appointment by Michael Murphy. Second by Claudia Andersen. Approved.

**IX. Discussion on CEO FY 2021/22 Review Process Chapman/Long**

COO Long gives an overview of the review process for the CEO. A survey is sent to the Board members that allow them to rate the CEO in various categories. These are confidential and then tallied by Greg Long. The results will be presented at the next Board Meeting and figured into any performance increase.

**X. Discussion/Direction on CEO FY 2022/23 Strategic Goals Andy Chapman**

CEO Chapman sets the stage for next month where the goals will be discussed in detail.

**XI. Review of Monthly Dashboard Report Long/Chapman**

DOO Long/ CEO Chapman highlight items presented on the monthly dashboard.

**XII. Old Business Andy Chapman**

Received pre-condition approval for SkyShow from Washoe County. Thank you to Bill Watson for serving as Chair for the last year.

**XIII. New Business Andy Chapman**

None

**XIV. Director Comments Bill Watson**

None

**XV. PUBLIC COMMENT – Pursuant to NRS 241.020**

**Bill Watson**

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

None

**XVI. Adjournment – (For Possible Action)**

**Bill Watson**

Adjourned. 4:05pm.

**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>**

# June 2022 Financial Summary Report

## June Month End Variance Report

### REVENUE

- R277 Concierge Sales: Over budget due to higher Thunderbird Lodge ticket sales
- R250 Fund Transfer: Over budget due to higher April 2022 TOT collections

### EXPENSES

- 0305 Payroll: Under budget due to staff shortage
- 0405 Bank/Credit Card Charges: Over budget due to higher concierge sales
- 0411 Maintenance/Janitorial: Over budget due to timing of lot resealing
- 0460 Contract Services: Over budget due to Abbi Agency contract for reimagining
- 0623 Regional Marketing Programs: Under budget due to lower advertising costs
- Web Development: Under budget due to delayed spend
- 0609 Sponsorship: Over budget due to IVCBA 4<sup>th</sup> of July grant
- 0691 Shuttle Subsidy: Over budget due to TART Connect subsidy
- 0730 Special Promo items: Under budget due to no opportunities
- 0751 Concierge Expense: Over budget due to higher sales

## June Year to Date Variance Report

### REVENUE

- R277 Concierge: Over budget due to strong ticket sales
- R250 Fund Transfer: Over budget due to higher TOT collections
- R270 Misc Revenue: Over budget due to partner TART Connect funding
- R274 Grants: Under budget due to delayed spend
- 5000 COGS: Under budget due to lower gift shop sales

### EXPENSES

- 0305 Payroll: Over budget due to employee promotion
- 0320 Health Insurance: Under budget due to lower health plan costs
- 0405 Bank/Credit Card Charges: Over budget due to higher sales
- 0410 Office Supplies: Over budget due to conference room upgrades
- 0412 IT Computers: Over budget due to upgraded computer purchases
- 0451 Legal and Accounting: Over budget due to CPA costs
- 0460 Contract Services: Over budget due to Abbi Agency contract for reimagining
- 0501 Travel & Lodging: Over budget due to increased travel
- 0601 Hospitality in Market: Over budget due to opportunities to entertain
- 0611 Misc. Advertising Co-op: Under budget due to no opportunities
- 0623 Regional Marketing Programs: Under budget due to lower advertising costs
- 0689 Web Development: Under budget due to delayed spend
- 0690 Sponsorship: Under budget due to timing of payments and lower requests
- 0691 Shuttle Subsidy: Over budget due to TART Connect subsidy
- 0730 Special Promo items: Under budget due to no opportunities

- 0751 Concierge Expense: Over budget due to higher sales
- 0800 Grants: Under budget due to delayed spend
- 0990 Depreciation Expense: Included in budget for tax purposes

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## INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

## Profit &amp; Loss Budget vs. Actual

June 2022

	Jun 22	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	5,634.35	5,759.00	-124.65	97.8%
R277 · Concierge	39,906.50	30,000.00	9,906.50	133.0%
Total POS Sales	45,540.85	35,759.00	9,781.85	127.4
R250 · Fund Transfers	117,153.67	66,360.00	50,793.67	176.5
R252 · Interest Income	24.32	0.00	24.32	100.0
R270 · Miscellaneous Revenue	10.00	0.00	10.00	100.0
Total Income	162,728.84	102,119.00	60,609.84	159.4
Cost of Goods Sold				
50000 · Cost of Goods Sold	2,705.39	3,167.00	-461.61	85.4
Total COGS	2,705.39	3,167.00	-461.61	85.4
Gross Profit	160,023.45	98,952.00	61,071.45	161.7
Expense				
0305 · Payroll	29,326.13	32,156.00	-2,829.87	91.2
0314 · State Employer Taxes	220.90	320.00	-99.10	69.0
0315 · Federal Unemployment	8.30	40.00	-31.70	20.8
0316 · Public Employees Retirement Sys	8,015.81	8,855.00	-839.19	90.5
0319 · Employer Medicare/Soc Sec	510.93	500.00	10.93	102.2
0320 · Health Insurance	3,111.23	3,473.00	-361.77	89.6
0321 · Employee Training	130.00	1,000.00	-870.00	13.0
0400 · Utilities				
0401 · Utilities- Electric	192.80	180.00	12.80	107.1%
0402 · Utilities-Gas & Heat	91.86	28.00	63.86	328.1%
0403 · Utilities- Water & Refuse	342.53	330.00	12.53	103.8%
Total 0400 · Utilities	627.19	538.00	89.19	116.6
0405 · Bank & Cr Card Charges	2,225.09	380.00	1,845.09	585.6
0410 · Office Supplies & Expenses	667.03	400.00	267.03	166.8
0411 · Maintenance/Janitorial	5,682.50	1,300.00	4,382.50	437.1
0412 · IT - Computers	112.50	0.00	112.50	100.0
0420 · Postage & Freight	0.00	100.00	-100.00	0.0
0421 · Communications	598.18	550.00	48.18	108.8
0430 · Building Repairs & Insurance	2,440.30	2,000.00	440.30	122.0
0451 · Legal & Accounting Services	2,750.00	1,925.00	825.00	142.9
0460 · Contract Services	27,904.00	6,800.00	21,104.00	410.4
0461 · Remote Offices	2,500.00	2,500.00	0.00	100.0
0462 · Equipment Lease & Maint.	469.43	300.00	169.43	156.5
0473 · Dues & Subscriptions	161.48	375.00	-213.52	43.1
0501 · Travel & Lodging	1,774.84	1,500.00	274.84	118.3
0504 · Registrations	519.10	0.00	519.10	100.0
0505 · Local Transportation/Car	87.75	50.00	37.75	175.5
0507 · Meeting Expenses	35.99	300.00	-264.01	12.0
0601 · Hospitality in Market				
0601.5 · In House	103.08	100.00	3.08	103.1%
0601 · Hospitality in Market - Other	66.26	500.00	-433.74	13.3%
Total 0601 · Hospitality in Market	169.34	600.00	-430.66	28.2



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crual Basis

## INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

## Profit &amp; Loss Budget vs. Actual

June 2022

	Jun 22	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	58,337.00	58,337.00	0.00	100.0
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
0689 · WEB Development	0.00	8,000.00	-8,000.00	0.0
0690 · Sponsorship	5,000.00	0.00	5,000.00	100.0
0691 · Shuttle Subsiday/Sponsorship	130,602.00	0.00	130,602.00	100.0
0730 · Special Promotional Items	0.00	1,000.00	-1,000.00	0.0
0751 · Concierge Expense	34,060.00	27,000.00	7,060.00	126.1
51100 · Freight and Shipping Costs	28.77	0.00	28.77	100.0
59900 · POS Inventory Adj -Merchandise	148.37	0.00	148.37	100.0
Total Expense	318,321.66	161,399.00	156,922.66	197.2
Net Ordinary Income	-158,298.21	-62,447.00	-95,851.21	253.5
Other Income/Expense				
Other Expense				
July 4th	95,873.40	0.00	95,873.40	100.0
Total Other Expense	95,873.40	0.00	95,873.40	100.0
Net Other Income	-95,873.40	0.00	-95,873.40	100.0
et Income	-254,171.61	-62,447.00	-191,724.61	407.0

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INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July 2021 through June 2022

	Jul '21 - Jun 22	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	50,327.50	52,549.00	-2,221.50	95.8%
R277 · Concierge	94,619.75	67,000.00	27,619.75	141.2%
Total POS Sales	144,947.25	119,549.00	25,398.25	121.2
R250 · Fund Transfers	2,177,712.48	1,844,772.00	332,940.48	118.0
R252 · Interest Income	125.79	0.00	125.79	100.0
R270 · Miscellaneous Revenue	25,030.00	0.00	25,030.00	100.0
R274 · Grants	0.00	10,000.00	-10,000.00	0.0
Total Income	2,347,815.52	1,974,321.00	373,494.52	118.9
Cost of Goods Sold				
50000 · Cost of Goods Sold	24,220.01	28,902.00	-4,681.99	83.8
Total COGS	24,220.01	28,902.00	-4,681.99	83.8
Gross Profit	2,323,595.51	1,945,419.00	378,176.51	119.4
Expense				
0305 · Payroll	374,162.57	366,933.00	7,229.57	102.0
0313 · Employers Insurance of Nevada	849.00	900.00	-51.00	94.3
0314 · State Employer Taxes	2,811.72	2,985.00	-173.28	94.2
0315 · Federal Unemployment	235.69	620.00	-384.31	38.0
0316 · Public Employees Retirement Sys	92,762.04	94,170.00	-1,407.96	98.5
0319 · Employer Medicare/Soc Sec	6,176.60	6,400.00	-223.40	96.5
0320 · Health Insurance	36,693.07	41,046.00	-4,352.93	89.4
0321 · Employee Training	2,628.00	4,000.00	-1,372.00	65.7
0400 · Utilities				
0401 · Utilities- Electric	2,325.01	2,371.00	-45.99	98.1%
0402 · Utilities-Gas & Heat	1,228.98	1,000.00	228.98	122.9%
0403 · Utilities- Water & Refuse	3,880.17	3,960.00	-79.83	98.0%
Total 0400 · Utilities	7,434.16	7,331.00	103.16	101.4
0405 · Bank & Cr Card Charges	9,343.10	3,940.00	5,403.10	237.1
0410 · Office Supplies & Expenses	8,563.53	4,800.00	3,763.53	178.4
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	900.00	3,300.00	-2,400.00	27.3%
0411 · Maintenance/Janitorial - Other	11,895.85	9,000.00	2,895.85	132.2%
Total 0411 · Maintenance/Janitorial	12,795.85	12,300.00	495.85	104.0
0412 · IT - Computers	10,047.85	1,500.00	8,547.85	669.9
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	25.00	-25.00	0.0
0420 · Postage & Freight	246.00	1,200.00	-954.00	20.5
0421 · Communications	6,839.61	6,600.00	239.61	103.6
0422 · Printing Expenses	175.09	500.00	-324.91	35.0
0430 · Building Repairs & Insurance	9,133.29	10,527.00	-1,393.71	86.8
0451 · Legal & Accounting Services	37,750.00	30,101.00	7,649.00	125.4
0460 · Contract Services	165,128.99	79,800.00	85,328.99	206.9
0461 · Remote Offices	30,000.00	30,000.00	0.00	100.0
0462 · Equipment Lease & Maint.	3,329.41	3,600.00	-270.59	92.5
0473 · Dues & Subscriptions	6,103.77	4,500.00	1,603.77	135.6
0474 · License & Fees	41.94	75.00	-33.06	55.9
0501 · Travel & Lodging	13,062.91	9,000.00	4,062.91	145.1
0504 · Registrations	4,841.10	3,500.00	1,341.10	138.3
0505 · Local Transportation/Car	565.55	600.00	-34.45	94.3
0507 · Meeting Expenses	1,090.41	3,600.00	-2,509.59	30.3
0601 · Hospitality in Market				
0601.5 · In House	3,934.80	3,200.00	734.80	123.0%
0601 · Hospitality in Market - Other	5,598.85	2,000.00	3,598.85	279.9%
Total 0601 · Hospitality in Market	9,533.65	5,200.00	4,333.65	183.3

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INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU  
Profit & Loss Budget vs. Actual  
July 2021 through June 2022

	Jul '21 - Jun 22	Budget	\$ Over Budget	% of Budget
0611 · Misc. Advertising Co-op (Misc. Advertising Co-op)	-1,296.74	150,000.00	-151,296.74	-0.9
0622 · Advertising Co-op	700,000.00	700,000.00	0.00	100.0
0623 · Regional Marketing Programs	4,124.46	12,000.00	-7,875.54	34.4
0650 · Payroll Expense	1,215.00	1,200.00	15.00	101.3
0689 · WEB Development	0.00	8,000.00	-8,000.00	0.0
0690 · Sponsorship	86,640.00	163,400.00	-76,760.00	53.0
0691 · Shuttle Subsidy/Sponsorship	425,632.46	232,890.00	192,742.46	182.8
0725 · Uniforms	0.00	500.00	-500.00	0.0
0730 · Special Promotional Items	0.00	4,000.00	-4,000.00	0.0
0751 · Concierge Expense	82,295.00	60,300.00	21,995.00	136.5
0800 · Grant Expenses	0.00	20,000.00	-20,000.00	0.0
0990 · Depreciation Expense	0.00	10,000.00	-10,000.00	0.0
51100 · Freight and Shipping Costs	672.68	0.00	672.68	100.0
59900 · POS Inventory Adj -Merchandise	222.20	0.00	222.20	100.0
Total Expense	2,151,849.96	2,098,043.00	53,806.96	102.6
Net Ordinary Income	171,745.55	-152,624.00	324,369.55	-112.5
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	86.51	0.00	86.51	100.0
Total Other Income	86.51	0.00	86.51	100.0
Other Expense				
July 4th	123,611.46	0.00	123,611.46	100.0
Total Other Expense	123,611.46	0.00	123,611.46	100.0
Net Other Income	-123,524.95	0.00	-123,524.95	100.0
Net Income	48,220.60	-152,624.00	200,844.60	-31.6

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2022

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

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

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

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

- 5-1 point scale / 34 questions (tally points / question count)
  - Individual evaluations: **4.7 ranking - Exceeds Standards and Expectations.**
    - Evaluation 1 = 4.3
    - Evaluation 2 = 4.6
    - Evaluation 3 = 5
    - Evaluation 4 = 5
    - Evaluation 5 = 4.9
  - Average scores by section: **4.7 ranking - Exceeds Standards and Expectations.**
    - Relations with the Board - 4.8
    - Planning – 4.8
    - Organization Skills – 4.7
    - Budget & Finance – 4.9
    - Communications – 4.8
    - Management Skills – 4.7
    - Leadership – 4.7
  - Percentage using high and low score values: **809 points = 95% score**
    - 850 high score (34 questions x 5 x 5 directors)
    - 170 low score (34 questions x 1 x 5 directors)
    - Tally points / 850 high points = %

**Andy Chapman, President / CEO**  
**Incline Village Crystal Bay Visitors Bureau**  
**2021/22 Annual Fiscal Performance Evaluation**

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

Evaluation Period: 2018/19		
<b>CHECK the box that most closely describes how you rate the CEO for each performance expectation question below. The point value of each rating is in brackets ranging from 5 to 1.</b>		<b>(5) = Significantly Exceeds Standards and Expectations</b> <b>(4) = Exceeds Standards and Expectations</b> <b>(3) = Fully Meets Standards and Expectations</b> <b>(2) = Needs Improvements</b> <b>(1) = Performance is Inadequate</b>
<b>I. RELATIONS WITH THE BOARD</b>	<b>Section Average: 4.8</b>	<b>COMMENTS</b>
A. Does the CEO maintain effective and open lines of communication with the Board as a body and with individual members?	4.6	* It does appear that Andy has open communication with those around him
B. Is the Board kept apprised of all ongoing and current situations involving the Organizations business?	4.8	
C. Does the CEO exercise sound judgment when advising the Board?	5	
<b>II. PLANNING</b>	<b>Section Average 4.8</b>	<b>COMMENTS</b>
A. Does the CEO anticipate needs and recognize potential problems?	4.6	* With the wild ups and downs from the past couple of years I feel that Andy has done as much as could have been done.
B. Does the CEO propose effective solutions and provide alternatives to identified problems?	4.8	
C. In making decisions, does the CEO obtain the facts and consider the long – term implications?	4.8	* Although I would advise the CEO to be mindful of the Mission. No more Drone shows, or the CEO will find himself picking up the trash following the event.
D. Does the CEO provide Board with all information necessary to make decisions?	4.8	

**Andy Chapman, President / CEO**  
**Incline Village Crystal Bay Visitors Bureau**  
**2021/22 Annual Fiscal Performance Evaluation**

E. Does the CEO effectively set goals that adhere to and support Incline Village Crystal Bay Visitor's Bureau mission?	4.8	* Very excited about the new Mission and Branding!! Nice work team!!
F. Has the CEO met the goals established by the board during this evaluation period?	4.8	
<b>III. ORGANIZATION SKILLS      Section Average: 4.7      COMMENTS</b>		
A. Does the CEO exhibit the ability to arrange work and efficiently apply resources?	4.8	
B. Does the CEO make decisions when sufficient information is available and implement action when conditions are ripe for success?	4.8	
C. Does the CEO exhibit the ability to reach for effective and, when necessary, creative solutions?	4.8	
D. Does the CEO obtain the best possible end result for the money spent?	4.4	* In these uncertain times, the "best possible result" is often impacted by supply chain, material and staff shortages.
E. Does the organization run smoothly, and is there adequate internal communication among staff and between staff and the CEO?	4.8	* Really a question for the staff, but has appearances. * I don't spend enough time at the visitor center to know about internal communication w/staff.

**Andy Chapman, President / CEO**  
**Incline Village Crystal Bay Visitors Bureau**  
**2021/22 Annual Fiscal Performance Evaluation**

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

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

<b>IV. BUDGET / FINANCE</b>		<b>Section Average: 4.9</b>	<b>COMMENTS</b>
A. Does the CEO adequately and accurately report and project the financial condition of the Agency in a timely manner?	5.0		* Never a question about the accuracy of data the Board receives.
B. Are management practices and policies designed to maintain a sound long-range financial position?	4.8		
C. Does the CEO exhibit knowledge and understanding of available resources?	5.0		
D. Does the CEO suggest and pursue creative solutions to financial issues?	4.8		
<b>V. COMMUNICATIONS</b>		<b>Section Average: 4.8</b>	<b>COMMENTS</b>
A. Does the CEO provide timely, clear, and accurate communications with appropriate constituents?	4.6		
B. Does the CEO communicate openly and effectively with the public?	4.6		
C. Does the CEO foster positive relationships with outside agencies as a means of furthering the Organization objectives?	5		
D. Does the CEO make efforts to create and sustain positive relationships with partner agencies?	5		

**Andy Chapman, President / CEO**  
**Incline Village Crystal Bay Visitors Bureau**  
**2021/22 Annual Fiscal Performance Evaluation**

E. Does the CEO project an image of the Organization that represents efficiency, integrity, and professionalism?	4.8	
<b>VI. MANAGEMENT SKILLS      Section Average: 4.7</b>		<b>COMMENTS</b>
A. Does the CEO have the skills and ability to resolve conflicts that may arise amongst jurisdictions, agencies and other parties?	4.8	
B. Does the CEO listen to and understand the positions and circumstances of others and communicate that understanding?	4.8	
C. Does the CEO exhibit resilience; i.e. maintains motivation and energy in spite of constant demands?	4.6	
D. Does the CEO follow through in a timely manner on commitments and requests?	4.6	
E. Is the CEO proactive and flexible in addressing changing issues and situations?	4.8	



**Andy Chapman, President / CEO**  
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<b>VII. LEADERSHIP</b>		<b>Section Average: 4.7</b>	<b>COMMENTS</b>
A. Does the CEO inspire a shared vision and enlist staff and Board support?	4.6		
B. Does the CEO seek opportunities to improve the Organization and pursue them?	4.8		
C. Does the CEO enable others to act by creating an atmosphere of trust and collaboration?	4.4		
D. Does the CEO create standards of excellence and model the behavior?	4.6		
E. Does the CEO conform to the high ethical standards of the profession?	4.8		
F. Does the CEO handle people well in difficult situations?	4.8		

ANNUAL PERFORMANCE EVALUATION – PRESIDENT/CEO  
For Merit Pay

PART II

**OBSERVATIONS**

I'm new to the board and organization so I don't feel I have much to share in the way of insightful comments but.....

From the Board's perspective, Andy appears to serve with distinction.

My impression is that Andy is a consummate professional that has great leadership skills and is always a good steward of the organizations resources, including its reputation.

I think Andy and staff did an amazing job on re-imagine project and I am excited for the future of the Visitors bureau.

His interaction with partners is always respectful and supportive. Andy has done an outstanding job leading our Board very challenging few years. We are fortunate to have him.

He has built a quality team that has performed well under extreme pressure over the past year(s).

Andy Chapman, President / CEO  
 Incline Village Crystal Bay Visitors Bureau  
 2021/22 Annual Fiscal Performance Evaluation

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

+ Communication, +Adaptability, +Competence

It will be exciting to have Andy guide us as we transition to a model more focused on stewardship. He definitely has the skills and motivation to make that transition successful.

Present in community

Very level headed and good communicator.

Managing our Board and best interest with other organizations.

I need more time on the Board to accurately answer this.

Area of attention:

Stick to what we should be doing

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

Board engagement will always be difficult, but I think we do better than other Boards.

I hope to be more helpful as I learn more about the industry and how the organization functions within it.

I have enjoyed my interactions at board level, and I believe that Andy has played a large role in supporting the positive interactions of the group.

Areas of attention:

SPECIAL REPORT: CEO Performance Rating Method

July 15, 2020

Submitted by Greg Long

2020

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

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

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

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

- 5-1 point scale / 34 questions (tally points / question count)
  - Individual evaluations: **4.7 ranking - Exceeds Standards and Expectations.**
    - Evaluation 1 = 4.5
    - Evaluation 2 = 4.7
    - Evaluation 3 = 4.5
    - Evaluation 4 = 4.9
    - Evaluation 5 = 5.0
  - Average scores by section: **4.7 ranking - Exceeds Standards and Expectations.**
    - Relations with the Board - 4.7
    - Planning - 4.6
    - Organization Skills - 4.6
    - Budget & Finance - 4.8
    - Communications - 4.8
    - Management Skills - 4.7
    - Leadership - 4.8
  - Percentage using high and low score values: **803 points = 94% score**
    - 850 high score (34 questions x 5 x 5 directors)
    - 170 low score (34 questions x 1 x 5 directors)
    - Tally points / 850 high points = %

Strategic Priorities	FY 21/22 Goals	% Weight	RESULTS
<b>Strategic Priority #1: Marketing &amp; Promotions</b>			
Post COVID-19 consumer/destination communication efforts and marketing reengagement.	Target NLT consumer effort to ensure distribution of seasonally appropriate messages to drive visitation in targeted time/need periods.	20%	<b><u>Goal Achieved</u></b> <ul style="list-style-type: none"> <li>• Focused core consumer messages in the fall and springtime periods to drive appropriate visitation in higher need period.</li> <li>• Total North Tahoe Visitor Spending topped \$1.1B (increase of 29% from prior), visitor spending generated \$70m in local taxes (a 29% increase) and jobs increased to 7,000 (20% increase).</li> <li>• Responsible Travel and Visitor Behavior messaging was at the forefront of all consumer messaging, encouraging visitors to take the Responsible Traveler Pledge.</li> <li>• Developed and distributed seasonal Know Before You Go Guides to educate our visitors and stakeholders on the changing visitor conditions and restrictions.</li> </ul>
Increase length of stay in the Incline Village/Crystal Bay communities.	Target long-haul flight markets to drive increased length of stay and higher yield consumer visitation.	20%	<b><u>Goal Achieved</u></b> <ul style="list-style-type: none"> <li>• Targeted core visitor markets in the Seattle and Portland market as well the Los Angeles market to drive extended length of stay visitation. Visitation to the GTN website increased 82% from Seattle, 46% from Portland and 18% from Los Angeles.</li> <li>• International efforts began to rebound with</li> </ul>

			<p>targeted messaging aligned with Visit California and Travel Nevada in the AUS and CAN markets.</p> <ul style="list-style-type: none"> <li>Public Relations and Communication efforts targeted long-haul extended stay markets with a focus on direct, non-stop air service to RTIA.</li> <li>Nevada North Lake Tahoe say visitor spending grow 27% to \$276m, while local tax generation grew 20% to \$20.5m.</li> <li>Overnight visitor length of stay increased 3.7% to 3.5 average days.</li> </ul>
<b>Strategic Priority #2: Transportation/Transit</b>			
Increased Incline Village/Crystal Bay transportation and transit programs and related data collection and analysis.	By FYE 2021/22 have conducted transit analysis from pilot program and provide recommendations on transit improvements	15%	<p><b><u>Goal Achieved</u></b></p> <ul style="list-style-type: none"> <li>TART Connect first year pilot program was completed on June 30, 2022. Total North Lake Tahoe ridership ended the year at 210,984 riders with the IVCB zone coming in at 85,156 or 40.4% of all traffic.</li> <li>IVCBVB was instrumental in generating supporting revenue partners including The League to Save Lake Tahoe, Washoe County BOS and The Tahoe Fund.</li> <li>Based on year 1 pilot program results, staff has worked with Placer County and Washoe RTC to implement improvements in TART and Main Line service for FY 22/23 2<sup>nd</sup> year pilot program.</li> <li>Staff worked with TTD staff to reinstitute the</li> </ul>

			<p>East Shore Express for the 2022/23 season.</p> <ul style="list-style-type: none"> <li>• CEO is actively involved and a committee member of TTD's Incline Mobility Hub Committee reviewing future opportunities for a regionally located transit hub.</li> </ul>
<b>Strategic Priority #3: Financial Sustainability</b>			
FINANCIAL HEALTH – Ensure organization is on solid financial grounds with focus on operational effectiveness and cost containment.	Management/General Expenses not to exceed 35% of total annual expenses.	10%	<p><b><u>Goal Achieved</u></b></p> <ul style="list-style-type: none"> <li>• Staff was hyper focused on operational effectiveness and cost containment to ensure maximum budget efficiency.</li> <li>• Management and General expenses equaled 29% of the total expenditures.</li> </ul>
FINANCIAL HEALTH – Deliver accurate financial reporting and accountability. Deliver on the Board approved fiscal year budget.	+/- 5% of fiscal year budget achieved	10%	<p><b><u>Goal Achieved</u></b></p> <ul style="list-style-type: none"> <li>• Monthly financial statements were prepared for board review and approval.</li> <li>• FYE revenue ended the year 19% over budget due to higher TOT collection and visitor volumes.</li> <li>• FYE total expenses ended the year 2% over budget.</li> <li>• FYE 2021/22 ended with a Net Ordinary Income of \$171,745 and \$324,369 over budget adding additional resources to our approved reserve policy.</li> </ul>
<b>Strategic Priority #4: Organizational Reputation/Relationships</b>			

PARTNERSHIP RELATIONS – Strengthen relationship with regional and strategic partnerships	Maximize organizational interaction with key partnerships of TTD, TMA, TRPA, RSCVA, RTT, Travel Nevada, Visit California, RASC, and NLTRA by active and engaged participation.	10%	<b><u>Goal Achieved</u></b> <ul style="list-style-type: none"> <li>• CEO has been involved in the following organizations this past FY: TTD, TMA, RSCVA, RTT, DMA West, US Travel, Travel Nevada, Visit California, Stewardship Tahoe, Regional Air Service Corporation, Reno Tahoe International Airport, IVGID, SkyShow Committee, TRPA Land Managers Committee, TRPA POI Committee.</li> </ul>
COMMUNITY RELATIONS – Build IVCBVB organizational awareness to targeted audiences	Position IVCBVB as a key contributor to North Lake Tahoe’s vital tourism industry as a partner that values destination management, transparency and community involvement.	10%	<b><u>Goal Achieved</u></b> <ul style="list-style-type: none"> <li>• CEO led significant investment in IVCB TART Connect Pilot Program.</li> <li>• CEO actively involved with Coop partner in responsible travel messaging and Traveler Responsibility Pledge.</li> <li>• CEO led effort with new July 4<sup>th</sup> Drone SkyShow event.</li> <li>• CEO led effort of new organization brand, mission, vision, and values project approved by the board and to be implanted this summer.</li> <li>• Implemented organization Public Relations and Communication project to promote organization’s efforts to the local community and stakeholder groups.</li> <li>• FY 2022/23 Board approved budget includes new Sustainability dedicated line item equal to 10% of the total budget.</li> <li>• Implemented Staff and Community First initiatives during the Caldor Fire to ensure safety of team</li> </ul>



			<b>members and community wellbeing.</b>
LEADERSHIP	Maintain a solid core management team.	5%	<b><u>Goal Achieved</u></b> <ul style="list-style-type: none"> <li>• <b>No changes in core management team.</b></li> <li>• <b>Expanded new team members by two additional staff.</b></li> </ul>
<b>Per board action on July 17<sup>th</sup>, 2019, CEO is eligible for 20% performance merit bonus based on board approval and goal results.</b>			

Jul 20, 2022

Revenues & Stats				
	May-2022	May-2021	Variance	
TOT Revenues				
Monthly	\$ 141,656	\$ 164,265	-13.8%	
YTD	\$ 141,656	\$ 164,265	-13.8%	
Total Taxable Revenues	\$ 4,323,882	\$ 4,867,058	-11.2%	
	May, Actual	May, Budget		
Monthly	\$ 141,656	\$ 176,537	-19.8%	
YTD	\$ 141,656	\$ 176,537	-19.8%	
Occupancy				
Hotel	50.3%	51.4%	-2.2%	
Motel	31.2%	22.5%	38.6%	
Vacation Rental	28.7%	34.8%	-17.7%	
Time Share	5.7%	6.2%	-8.1%	
Home Owner	N/A	N/A	n/a	
Total	33.5%	36.1%	-7.1%	
Room Rate				
Hotel	\$ 283.67	\$ 247.50	14.6%	
Motel	\$ 147.18	\$ 116.75	26.1%	
Vacation Rental	\$ 306.88	\$ 340.38	-9.8%	
Time Share	\$ 382.22	\$ 276.65	38.2%	
Home Owner	N/A	N/A	n/a	
Total	\$ 289.26	\$ 284.82	1.6%	
RevPar				
Hotel	\$ 142.54	\$ 127.10	12.1%	
Motel	\$ 45.90	\$ 26.26	74.8%	
Vacation Rental	\$ 87.95	\$ 118.60	-25.8%	
Time Share	\$ 21.59	\$ 17.02	26.9%	
Home Owner	N/A	N/A	n/a	
Total	\$ 96.92	\$ 102.70	-5.6%	

Visitor Information Comparative Statistics For Fiscal YTD			
	June-2022	June-2021	Variance
Walk In Visitor Count			
Monthly	3175	3814	-16.8%
YTD	22,457	20,304	10.6%
Merchandise Sales			
Monthly	\$ 5,634	\$ 7,470	-24.6%
YTD	\$ 50,328	\$ 48,092	4.6%
Concierge & AT Sales			
Monthly	\$ 39,907	\$ 23,582	69.2%
YTD	\$ 94,620	\$ 29,472	221.1%
Vacation Planners mailed	101	127	-20.5%

Destimetrics Reservations Activity (as of June 30, 2022)				
	FY 2021/22	FY 2020/21	Variance	
Current Month Occupancy	61.3%	57.0%	7.5%	
Current Month ADR	\$ 474	\$ 461	2.8%	
Current Month REVPAR	\$ 291	\$ 263	10.6%	
Next Month Occupancy	62.3%	68.1%	-8.5%	
Next Month ADR	\$ 571	\$ 543	5.2%	
Next Month REVPAR	\$ 355	\$ 370	-4.1%	
Summer Total Occupancy (proj)	42.3%	47.0%	-10.0%	
Summer Total ADR (proj)	\$ 449	\$ 432	3.9%	
Summer Total REVPAR (proj)	\$ 190	\$ 203	-6.4%	

Reno Tahoe International Airport			
	May-2022	May-2021	Variance
Total Passengers Served	352,255	302,403	16.5%
Average Load Factor	80.3%	70.1%	14.6%
Total Number of Departures	1,695	1,776	-4.6%
Non-Stop Destinations Served	28	22	27.3%
Departing Seat Capacity	215994	201106	7.4%
Crude Oil Averages (barrel)	\$ 109.55	\$ 65.17	68.1%

Notes of interest:

(Booked as of June 30, 2022)			
	FY 2021/22	FY 2020/21	Variance
Total Revenue Booked	\$ 2,047,611	\$ 327,574	525.1%
Number of Room Nights	9,865	1,425	592.3%
Number of Delegates			#DIV/0!
Number of Tentative Bookings	31	9	244.4%
Number of Leads Generated			#DIV/0!
Conference Revenue And Percentage by County:			
	21-22	20-21	
Placer	76.0%	79%	502.5%
Washoe	24.0%	21%	608.9%
Total Conference Revenue	100.0%	100.0%	525.1%

VII-1

Top Website Lodging Referrals (April)		Total Lodging Ref.	Unique Lodging Ref.
Hyatt High Sierra Lodge		211	203
Natural Retreats – North Lake Tahoe		142	133
AvantStay		115	113
Hyatt Regency Lake Tahoe Resort		109	108
Meeks Bay Resort & Marina		87	85
River Ranch Lodge and Restaurant		78	73
Basecamp Hotel Tahoe City		76	75
Cedar Crest Cottages		71	69
Cottage Inn at Lake Tahoe		65	63
Donner Lake Village		63	62
Tahoe Vista Lodge and Cabins		55	51
West Shore Cafe & Inn		50	47
Tahoe Truckee Factory Stores		49	41
Cedar Glen Lodge		48	45
East West Hospitality at Tahoe		47	32
Tahoe Time Vacation Rental		47	44
Tahoma Meadows Cottages		47	44
Mourelatos Lakeshore Resort		46	46
Gar Woods Grill & Pier		45	44
The Inn at Boatworks		45	44
Sunnyside Restaurant & Lodge		44	43
The Ritz-Carlton, Lake Tahoe		44	41
North Tahoe Rental Company		41	20
Northstar California Resort		39	38
Crown Motel & Family Resort		38	36

**Summary:**

The Visitors Center is open 7 days a week and has been experiencing increased visitation. Thunderbird Lodge tours are now departing from our location. Staffing is ramped up for summer.

**Staffing:**

- Have hired 2 new seasonal employees for the Summer.

**Operations:**

- Manage Visitors Center
- Inventory management

**Projects:**

- Sky Show planning and execution
- Reimagining project
- New website for organization
- Activity Tickets management
- New flooring
- New toilets
- GoTahoeNorth.com management
- New roof proposal
- RTT Grant writing
- RTT Executive Committee member

**Meetings attended:**

- Co-op agency meetings, Cloudriff status meetings, strategy meetings, July 4th meetings, reimagining meetings, BACC meeting, Co-op marketing committee, RTT meetings.

President/CEO Report  
Activities Report  
July 20<sup>th</sup>, 2022

- NORTH LAKE TAHOE MARKETING COOPERATIVE
  - Worked with Agency and Staff on new staff transition
  - Worked with NLTRA CEO on Coop organizational structure
  - Overseeing all PR/Communication efforts with Augustine Agency
  - Participated in the NLT Coop Committee meeting
  - Finalized FY 2022/23 NLT Coop Budget
- PROJECTS
  - Conducted multiple media interviews on July 4<sup>th</sup> Drone Skyshow
  - Executed successful July 4<sup>th</sup> Drone SkyShow
  - Worked with Partners on Summer TART Connect program
  - Participating in Lake Tahoe Sustainable Tourism and Recreation Partnership
  - Implementing Board approved IVCBVB Reimaging project
  - Worked with Abbi Agency on organization communication and social media messaging
  - Finalized FYE inventory with Staff
- MEETINGS (in person or virtual)
  - Attended agency status meetings
  - Attended Envision Tahoe Committee Meeting
  - Attended RSCVA Board Meeting
  - Attended TMA Executive Committee Meeting
  - Attended Stewardship Tahoe Core Committee Meeting
  - Attended RASC Executive Committee Meeting
  - Attended RASC Board Meeting
  - Attended TTD Board Meeting
  - Attended TTD Committee Meeting
  - Attended TMA Board Meeting
  - Attended Washoe County BOC Meeting for Drone Show Permit Approval
  - Attended DMA West Leadership Summit