

TRAVEL
North
TAHOE
NEVADA

AGENDA
Annual Board Retreat Meeting
Travel North Tahoe Nevada
Thursday April 6th, 2023

The Board of Directors of Travel North Tahoe Nevada will hold their annual board retreat on Thursday April 6th, 2023 beginning at 8:30am. The meeting will be held in the Diamond Peak Board Room at the Hyatt Lake Tahoe Resort, located at 111 Country Club Drive, 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, Travel North Tahoe Nevada, at <https://travelnorthtahoenevada.com/> 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 TNTNV 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 TNTNV website at <https://travelnorthtahoenevada.com/>. 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

I. Call to Order/Roll Call

Blane Johnson

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Blane Johnson

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

Board Agenda

- | | |
|--|--------------------------|
| III. Approval of Agenda (For Possible Action) | Blane Johnson |
| IV. Approval of January 2023 Board Minutes (For Possible Action) | Blane Johnson |
| V. Discussion and Direction on Divesting of Barge Asset (For Possible Action) | Andy Chapman |
| VI. Board Retreat and Strategic Discussion | Chair/Board/Staff |
| • Making Sense of Economic Tailwinds & Headwinds – Carl Ribaud | 9:00 – 9:45 |
| • NDOT Tahoe Update – Austin McCoy | 9:45 – 10:15 |
| • Washoe Tahoe Update – Commissioner Alexis Hill | 10:30 – 11:30 |
| Lunch | 11:30 – Noon |
| • North Lake Tahoe Coop Program Review and Discussion | Noon – 12:30 |
| • North Tahoe Community Alliance Update – Adam Wilson | 12:30 – 1:00 |
| • Brand and Communication Review and Update – Abbi Agency | 1:00 – 1:45 |
| • Lake Tahoe Destination Stewardship Plan Update | 1:45 – 2:30 |
| VII. Review and Update to TNTNV CEO Review Process | Blane Johnson |
| VIII. Old Business | Blane Johnson |
| IX. New Business | Blane Johnson |
| X. Director Comments | Blane Johnson |
| XI. 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. | Blane Johnson |
| XII. Adjournment – (For Possible Action) | |



**January 2023 Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday, Jan 18, 2023, 3:00pm**

I. Call to Order/Roll Call Blane Johnson

The Incline Village Crystal Bay Visitors Bureau (Travel North Tahoe Nevada) Board Meeting was called to order at 3:07pm by Chair Blane Johnson. Roll call was taken and the following members were present: Blane Johnson, Michael Murphy, Claudia Andersen, Tyler Gaffaney, Bill Watson. Cathy Nanadiego from the Augustine Agency. The following IVCBVB employees were present: Greg Long, Chief Operating Officer, Andy Chapman, President/CEO. Legal representation from Hutchison and Steffen.

II. PUBLIC COMMENT – Pursuant to NRS 241.020 Blane Johnson
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) Blane Johnson

Motion to approve the Jan. 2023 agenda by Bill Watson. Second by Michael Murphy. Approved.

IV. Approval of Nov 2022 Board Meeting Minutes (For Possible Action) Blane Johnson

Motion to approve the November 2022 Meeting Minutes by Bill Watson. Second by Michael Murphy. Approved.

V. Review of December 2022 Financial Statements 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 Bill Watson. Second by Michael Murphy. Approved.

VI. FY 2022/23 Six-Month Reforecast

Chapman/Long

CEO Chapman discusses the reforecast. The reforecast collections are less than anticipated so we are lowering the anticipated revenue by 5%. Expenses have also been lowered in various categories to help make up for the decreased revenue.

Motion to approve the reforecast by Bill Watson. Second by Michael Murphy. Approved.

VII. Update on Winter Consumer Plan

Augustine

Cathy Nanadiego provided an update to the advertising plan. Documents are provided in the packet. Co-op will focus on the sustainability message to both in-market and out of market. Target markets are: Los Angeles, Phoenix, Houston and Dallas.

VIII. Review of Spring Consumer Creative and Media Plan

Augustine

Cathy Nanadiego showed creative examples and media budget for Spring 2023. Spring and Fall represent 80% of the entire advertising budget for the year. Dual days concept will be used again.

IX. Road to Winter Wondergrass Sponsorship

Andy Chapman

CEO Chapman discusses the idea to sponsor a “Road to Wondergrass Tahoe” which would include 4 shows on the Nevada side. At these shows there will be giveaways and promotion of the main event at Palisades Tahoe.

X. Discussion on FY 2023/24 Strategic Board Retreat and Date

Andy Chapman

CEO Chapman discusses potential dates and topics for the Board Retreat. April 6th was decided upon.

XI. FY 2023/24 Budget Timeline

Andy Chapman

CEO Chapman discusses the timeline for providing The Board preliminary numbers for next year.

XII. Submittal of December Dashboard

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.

XIII. Management Reports

Staff

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

Provided in packet for review.

- XIV. 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.

- XV. Old Business** **Andy Chapman**

None

- XVI. New Business** **Andy Chapman**

Andy attending IMM in NY in late January.

- XVII. Director Comments** **Blane Johnson**

None

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

None

- XIX. Adjournment – (For Possible Action)** **Blane Johnson**

Adjourned. 4:49pm.

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
Travel North Tahoe Nevada**

IVGID Office

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



April 6, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Discussion and Direction on Divesting of Barge Assets

Background

In June 2019, the Incline Village Crystal Bay Visitors Bureau (now Travel North Tahoe Nevada) purchased four Poseidon Barges from Red White and Tahoe Blue (RW&TB). The purchase of the barges from RW&TB allowed that organization to pay all their outstanding debts prior to dissolving the organization. The purchase price for the four vessels was \$37,000. The IVCBVB is currently holding active titles to the four barges.

The IVCBVB provided use of the owned assets to the 2019 Incline Village Crystal Bay Fireworks committee and produced a successful July 4th fireworks event in 2019. As the board is aware, there were no July 4th fireworks events in 2020 and 2021 due to pandemic induced impacts.

In 2022, the newly formed Incline Village Crystal Bay SkyShow Committee produced a very successful July 4th SkyShow using aerial drones flown from the community ballfields. This was the first and largest commercially flown drone show in the Tahoe region. The SkyShow Committee is again proceeding with the production of the 2023 July 4th SkyShow.

There has been recent discussion with TNTNV staff to divest the organization of the barge assets. This discussion is primarily around the current board direction of moving away from traditional pyrotechnic fireworks displays to the more environmentally friendly and sustainable practice of celebrating the Nation's founding with the new technology of aerial drones. The barges have not been used since 2019 and are in storage on the Ponderosa lot.

Possible Board Action

Staff requests that the board discuss and provide direction to staff on the interest of divesting of the barge assets.



April 6, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Review and Update to TNTNV CEO Review Process

Background

Historically the TNTNV Board of Directors have utilized the established CEO Review process for several years. The process typically begins in July with each board member providing input via the CEO Performance Review Process documentation. Each of those review documents are then combined into a single review document that is then discussed during the designated TNTNV Board meeting.

During the past two review periods, several board members expressed a desire to discuss a possible revision to the form document moving forward. Attached to this staff report is a current established form for reference.

Possible Board Action

Chair Johnson will lead the Board on a discussion on any updates or changes to the review process to be potentially utilized for the CEO 2022/23 fiscal year review process. Potential board discussion may be to consider a completely new CEO review process document, revision of the current document, review of other peer organization review process or other direction.

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

Evaluation Period: _____

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

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

I. RELATIONS WITH THE BOARD		COMMENTS
A. Does the CEO maintain effective and open lines of communication with the Board as a body and with individual members?		
B. Is the Board kept apprised of all ongoing and current situations involving the Organizations business?		
C. Does the CEO exercise sound judgment when advising the Board?		
II. PLANNING		COMMENTS
A. Does the CEO anticipate needs and recognize potential problems?		
B. Does the CEO propose effective solutions and provide alternatives to identified problems?		
C. In making decisions, does the CEO obtain the facts and consider the long –term implications?.		
D. Does the CEO provide Board with all information necessary to make decisions?		
E. Does the CEO effectively set goals that adhere to and support Incline Village Crystal Bay Visitor’s Bureau mission?		
F. Has the CEO met the goals established by the board during this evaluation period?		
III. ORGANIZATION SKILLS		COMMENTS
A. Does the CEO exhibit the ability to arrange work and efficiently apply resources?		
B. Does the CEO make decisions when sufficient information is available and implement action when conditions are ripe for success?		
C. Does the CEO exhibit the ability to reach for effective and, when necessary, creative solutions?		
D. Does the CEO obtain the best possible end result for the money spent?		
E. Does the organization run smoothly, and is there adequate internal communication among staff and between staff and the CEO?		

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

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(3) = Fully Meets Standards and Expectations
(2) = Needs Improvement
(1) = Performance is Inadequate**

IV. BUDGET / FINANCE		COMMENTS
A. Does the CEO adequately and accurately report and project the financial condition of the Agency in a timely manner?		
B. Are management practices and policies designed to maintain a sound long-range financial position?		
C. Does the CEO exhibit knowledge and understanding of available resources?		
D. Does the CEO suggest and pursue creative solutions to financial issues?		
V. COMMUNICATIONS		COMMENTS
A. Does the CEO provide timely, clear, and accurate communications with appropriate constituents?		
B. Does the CEO communicate openly and effectively with the public?		
C. Does the CEO foster positive relationships with outside agencies as a means of furthering the Organization objectives?		
D. Does the CEO make efforts to create and sustain positive relationships with partner agencies?		
E. Does the CEO project an image of the Organization that represents efficiency, integrity, and professionalism?		
VI. MANAGEMENT SKILLS		COMMENTS
A. Does the CEO have the skills and ability to resolve conflicts that may arise amongst jurisdictions, agencies and other parties?		
B. Does the CEO listen to and understand the positions and circumstances of others and communicate that understanding?		
C. Does the CEO exhibit resilience; i.e. maintains motivation and energy in spite of constant demands?		
D. Does the CEO follow through in a timely manner on commitments and requests?		
E. Is the CEO proactive and flexible in addressing changing issues and situations?		

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

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- (3) = Fully Meets Standards and Expectations**
- (2) = Needs Improvement**
- (1) = Performance is Inadequate**

VII. LEADERSHIP		COMMENTS
A. Does the CEO inspire a shared vision and enlist staff and Board support?		
B. Does the CEO seek opportunities to improve the Organization and pursue them?		
C. Does the CEO enable others to act by creating an atmosphere of trust and collaboration?		
D. Does the CEO create standards of excellence and model the behavior?		
E. Does the CEO conform to the high ethical standards of the profession?		
F. Does the CEO handle people well in difficult situations?		

ANNUAL PERFORMANCE EVALUATION – PRESIDENT/CEO
For Merit Pay

PART II

OBSERVATIONS

CEO PERFORMANCE STRENGTHS AND AREAS OF IMPROVEMENT

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

BOARD STRENGTHS AND AREAS OF IMPROVEMENT

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

Strategic Priorities	FY 21/22 Goals	% Weight	RESULTS
Strategic Priority #1: Marketing & Promotions			
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%	<p><u>Goal Achieved</u></p> <ul style="list-style-type: none"> • Focused core consumer messages in the fall and springtime periods to drive appropriate visitation in higher need period. • 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). • Responsible Travel and Visitor Behavior messaging was at the forefront of all consumer messaging, encouraging visitors to take the Responsible Traveler Pledge. • Developed and distributed seasonal Know Before You Go Guides to educate our visitors and stakeholders on the changing visitor conditions and restrictions.
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%	<p><u>Goal Achieved</u></p> <ul style="list-style-type: none"> • 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. • International efforts began to rebound with

			<p>targeted messaging aligned with Visit California and Travel Nevada in the AUS and CAN markets.</p> <ul style="list-style-type: none"> • Public Relations and Communication efforts targeted long-haul extended stay markets with a focus on direct, non-stop air service to RTIA. • Nevada North Lake Tahoe say visitor spending grew 27% to \$276m, while local tax generation grew 20% to \$20.5m. • Overnight visitor length of stay increased 3.7% to 3.5 average days.
Strategic Priority #2: Transportation/Transit			
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>Goal Achieved</p> <ul style="list-style-type: none"> • 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. • IVCBVB was instrumental in generating supporting revenue partners including The League to Save Lake Tahoe, Washoe County BOS and The Tahoe Fund. • 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 2nd year pilot program. • Staff worked with TTD staff to reinstitute the

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

<p>PARTNERSHIP RELATIONS – Strengthen relationship with regional and strategic partnerships</p>	<p>Maximize organizational interaction with key partnerships of TTD, TMA, TRPA, RSCVA, RTT, Travel Nevada, Visit California, RASC, and NLTRA by active and engaged participation.</p>	<p>10%</p>	<p><u>Goal Achieved</u></p> <ul style="list-style-type: none"> • 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.
<p>COMMUNITY RELATIONS – Build IVCBVB organizational awareness to targeted audiences</p>	<p>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.</p>	<p>10%</p>	<p><u>Goal Achieved</u></p> <ul style="list-style-type: none"> • CEO led significant investment in IVCB TART Connect Pilot Program. • CEO actively involved with Coop partner in responsible travel messaging and Traveler Responsibility Pledge. • CEO led effort with new July 4th Drone SkyShow event. • CEO led effort of new organization brand, mission, vision, and values project approved by the board and to be implanted this summer. • Implemented organization Public Relations and Communication project to promote organization’s efforts to the local community and stakeholder groups. • FY 2022/23 Board approved budget includes new Sustainability dedicated line item equal to 10% of the total budget. • Implemented Staff and Community First initiatives during the Caldor Fire to ensure safety of team

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