



## AGENDA

**Board Meeting**  
**Travel North Tahoe Nevada**  
**Wednesday, May 15, 2024 3:00 pm**

### **Mission Statement**

*Encourage destination experiences that support a vibrant economy, enhance community character and foster environmental stewardship.*

### **Our Vision**

*Preserve and enhance a vibrant and innovative destination by leading in stewardship and sustainability.*

The Board of Directors of Travel North Tahoe Nevada will hold their monthly meeting on Wednesday May 15<sup>th</sup>, 2024 beginning at 3:00pm. The meeting will be held at the Travel North Tahoe Welcome Center 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, 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**

- |   |                     |
|---|---------------------|
| <b>I. Call to Order/Roll Call</b>   | <b>Chair</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>Chair</b>        |
| <b>III. Approval of Agenda</b> (For Possible Action)  | <b>Chair</b>        |
| <b>IV. Approval of February 2024 Special Board Minutes</b> (For Possible Action)  | <b>Chair</b>        |
| <b>V. Approval of the March 2024 Board Minutes</b> (For Possible Action)  | <b>Chair</b>        |
| <b>VI. Approval of TNTNV Strategic Plan</b> (For Possible Action) (20 min)  | <b>Chapman</b>      |
| <b>VII. FY 2024/25 Fund Transfer Revenue Review</b> (For Possible Action) (15 min)  | <b>Chapman/Long</b> |
| <b>VIII. By-Law Review and Possible Revision</b> (For Possible Action) (20 min)   | <b>Chapman</b>      |
| <b>IX. Update on Board Nomination Process</b> (10 min)  | <b>Chapman</b>      |
| <b>X. April 2024 Financial Statements</b> (For Possible Action) (10 min)  | <b>Long</b>         |
| <b>XI. FY 2023/24 CEO Review Process and Timeline</b> (15 min)  | <b>Chair</b>        |
| <b>XII. Submittal of April Dashboard</b> (20 min)   | <b>Long</b>         |
| <b>XIII. Management Reports</b>   | <b>Chapman</b>      |
| <b>XIV. Departmental Reports</b><br>a) Conference/Leisure Sales<br>b) Consumer Advertising/Social/Content<br>c) TNTNV Public Relations                                      | <b>Chapman</b>      |
| <b>XV. Old Business</b><br>• Welcome Center Book Signing Event<br>• TART Connect RSCVA Funding  | <b>Chair</b>        |
| <b>XVI. New Business</b><br>• Tunes On Tap/Alibi Ale Concert Series Sponsorship<br>• Gambler Run Music Festival Sponsorship   | <b>Chair</b>        |
| <b>XVII. Director Comments</b>  | <b>Chair</b>        |
| <b>XVIII. 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>Chair</b>        |
| <b>XIX. Adjournment –</b> (For Possible Action)   |                     |



**February 2024 Special Board Meeting Minutes  
Lake Tahoe Incline Village Crystal Bay Visitors Bureau  
Tuesday, February 6<sup>th</sup>, 2024, 2:00pm**

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

**Claudia Andersen**

The Travel North Tahoe Nevada Special Board Meeting was called to order at 2:00pm by Chair Claudia Andersen. Roll call was taken, and the following members were present: Claudia Andersen, Bill Watson, Blane Johnson, and Eric Roe. The following TNTNV employees were present: Andy Chapman, President/CEO and Greg Long, Chief Operating Officer. Legal representation from Hutchison and Steffen.

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

**Claudia Andersen**

**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**

**Claudia Andersen**

Motion to approve the February 2024 agenda by Bill Watson. Second by Blane Johnson.  
Approved.

**IV. Discussion and Update Prior Board Action Regarding Sale and Donation of Certain Barge Assets**

**Andy Chapman**

Andy Chapman noted that an initial discussion regarding the sale of the barges was at the board retreat in April where it was determined to sell the barges to the highest bidder. He noted there is an interested buyer, and he wishes to reaffirm the Board's viewpoint on the sale. He also noted that the Board previously discussed keeping the barge that was donated in the community.

Chair Claudia Anderson noted there are two parts (sale and donation) for discussion. Andy Chapman provided a recap of the four barges and noted TNTNV purchased them in 2018. The barges are appraised at \$67,000 each; the replacement value would be \$100,000 each (for each of three big ones).

Blane Johnson recalled the Board being ready to move the barges along and donating the smaller one if it could not be sold with the others. Andy Chapman replied three were purchased and one

was donated. The previous thinking had been to keep the donated one, which does not attach to the others doesn't attach, in community.

Blane Johnson started the conversation around interest in the barges shown by community members. Andy Chapman noted someone had spoken with Greg Long; they had met with individuals in September, Chapman sent, and then resent an email to that group. The most recent email sent about two and a half weeks ago did not receive a reply.

Blane Johnson gave more specifics about a conversation he had had with an individual, discussing previous sale/purchase of barges between Red, White, and Tahoe Blue and TNTNV. Eric Roe asked what TNTNV purchased them for, and Andy Chapman noted \$37,000, the amount of Red, White, and Tahoe Blue's debt.

COO Greg Long reported that a meeting with IVCBA focused on all July 4<sup>th</sup> activities being at the private beaches in Incline Village. At that meeting, someone asked if barges were available still.

In response to a question from Eric Roe, Andy Chapman shared the barges are at the Ponderosa property and right now there is no storage fee. Chapman said he had concerns there could be changes in that arrangement any time.

Bill Watson noted the longer the floats on barges are exposed to UV, they degrade. He started a motion to grant staff authority to sell three largest barges to highest bidder. To which Blane Johnson added so long that the highest bid was more than the amount we paid. Andy Chapman noted the current offer is 20K per barge; \$60,000 for all three.

Blane Johnson shared thoughts that if the community is not given a chance to keep the barges, we would be the "bad guy." He noted he is in favor of moving along and would like whoever to reach out to the local group again to share we have a buyer and learn if they are interested or not. Greg Long shared his agreement for this idea.

The discussion moved to the donation of one barge. Andy Chapman shared the Sheriff's boat uses extra space at Thunderbird Lodge to dock. Claudia Anderson asked if we are interested in entertaining idea to donate said barge to the community. Andy Chapman noted the donation could be to the Thunderbird Lodge or to somewhere else in the community.

After Claudia Anderson's inquiry, legal counsel noted it would be in best interest for Bill Watson, chief executive at the Thunderbird Lodge, to recuse his vote.

Blane Johnson made motion to authorize Andy Chapman to pursue opportunity to donate the fourth, smaller barge, after engaging with all parties interested in purchasing. Second by Eric Roe. All in favor. Bill Watson abstained.

### **Update and Discussion on TART Connect Zone 3 Funding Shortfall**

**Andy Chapman**

CEO Andy Chapman shared TNTNV has been actively involved in TART Connect. Last year, RSCVA donated \$350,000 from tax receipts they generate from IVCB; Chapman anticipated this would be the same this year; however, all funding from RSCVA was denied. COO Greg Long

later added the main reason RSCVA denied funding is because of 60% of TART Connect use is local ridership.

Chapman was asked to go to RTC (Regional Transportation Commission in Washoe County) to support micro transit. Chapman compared TNTNV's previous financial support of TART Connect to what was included in this year's budget. Blane Johnson shared he loves the program, and we did our part in trying to get it up and going. He would like to better understand our process to move it along until others fund it.

CEO Andy Chapman is working on some scenarios regarding modifications in services. While looking at service reductions, funding is continuing to be pursued.

Andy Chapman noted there is no action at this point. He wanted to provide an update so the Board could be aware. Chapman shared he will continue to work with partners. Blane Johnson added if we can figure out how to keep the service going, rather than stopping services, we would have a stronger position for federal funding; Chapman agreed.

**VI. Old Business**

**Claudia Andersen**

None

**XV. New Business**

**Claudia Andersen**

None

**XVI. Director Comments**

**Claudia Andersen**

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

**Claudia Andersen**

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

None

**XVIII. Adjournment –**

**Claudia Andersen**

Call to adjourn by Claudia Andersen. Adjourned at 2:48pm.



**March 2024 Board Meeting Minutes  
Travel North Tahoe Nevada  
Wednesday, March 20, 2024, 3:00pm**

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

**Claudia Andersen**

The Travel North Tahoe Nevada Board Meeting was called to order at 3:00pm by Chair Claudia Andersen. Roll call was taken, and the following members were present: Claudia Andersen, Eric Roe, and Bill Watson. The following TNTNV employees were present: Andy Chapman, President/CEO, Greg Long, Chief Operating Officer, and Bart Peterson, Director of Sales. Matthew Landkamer and Greg Netzer from Whereabout were present. Legal representation from Hutchison and Steffen.

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

**Claudia Andersen**

**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**

**Claudia Andersen**

Motion to approve the March 2024 agenda by Bill Watson. Second by Eric Roe. Approved.

**IV. Approval of January 2024 Board Meeting Minutes**

**Claudia Andersen**

Motion to approve the January 2024 Meeting Minutes by Bill Watson. Second by Eric Roe. Approved.

**V. Update on Strategic Plan Process and Workshop Outcomes**

**Andy Chapman/Whereabout**

CEO Andy Long requested a check-in with the Board regarding the process and if we are where we expected to be. Whereabout also talked about similarities and differences with other destinations from survey and stakeholder sides.

Matthew Landkamer from Whereabout noted there is more community contention than most places that influences the scope. He noted the need to defend selves to community, communicate with the community, and create awareness. Landkamer also noted lack of survey engagement. Chapman shared the survey was sent to our database of newsletter participants. Greg Long added it went out on our social channels, IVCBA social channels, and was announced at Rotary meetings.

Whereabout was happy with how things went. Andy Chapman thought it was interesting that the branding work was very synergistic with this work. Greg Long noted things were brought together

which created focus and Andersen noted the need to prioritize.

**VI. Update on TART Connect Funding Developments**

**Andy Chapman**

CEO Chapman provided an update from the February special meeting. The upcoming RTC agenda will look to fund \$150,000; in April, the RSCVA Board will look at funding \$200,000. Chapman shared the program continued rather reducing service. Moving forward, there will be more conversation about how TNTNV is engaged and how others could take the lead.

**VII. FY 2024/25 Budget Development and Timeline**

**Andy Chapman/Greg Long**

Andy Chapman noted the report is in packet and highlighted what the next couple of months will look like. Starting April 1st, internal revenue projections will be reviewed and on May 1<sup>st</sup> the expense side will be discussed. May 15<sup>th</sup>, the Board will look at and approve the revenue side and provide suggestions for the expense side. June 19<sup>th</sup>, expenses will be presented for approval.

**VIII. Appointment of Board Nomination Committee**

**Claudia Andersen**

Claudia Andersen presented Blane Johnson, Eric Roe, and Andy Chapman for consideration. The Bylaws call for nominating committee to look for potential nominees that fit the Bylaw profile for an At Large position (individual who lives or works/runs a business in the area). Chapman suggested the committee provide an update in May, with the final nomination in June.

Bill Watson moved to appoint Blane Johnson, Eric Roe, and Andy Chapman to the Board Nominating Committee. Second by Claudia Anderson. Approved.

**IV. February 2024 Financial Statements**

**Greg Long**

COO Greg Long highlighted several items in the financial statements (included in packet) for the February Month-End. He noted several line items that varied from the budget (Revenue - Merchandise Sales/higher gift shop sales, Fund Transfers/lower TOT collections). COO Greg Long also noted variances under and over budget in the February Year-to-Date Variance Report.

Motion to approve Financial Statements for February of 2023 by Bill Watson. Second by Claudia Andersen. Approved.

**IX. Submittal of February Dashboard**

**Greg Long/Andy Chapman**

COO Greg Long presented information for Revenues and Stats for January 2024 and compared to January 2023 numbers. (Transient Occupancy Tax [TOT], Occupancy, Room Rate, RevPar)

Long reviewed Welcome Center numbers (Walk-In Count, Merchandise Sales, Activity Tickets Sales, and Vacation Planner Requests) and compared those to last year. He also covered numbers for Destrmetrics Reservations Activity (as of end of Feb. 2024).

Greg Long noted that United, Southwest, and American will have non-stop service to Chicago this summer and Delta will begin Atlanta non-stop on June 7<sup>th</sup>.

## **X. Management Reports**

**Andy Chapman**

All Management Reports are in the meeting packet. Bart Peterson highlighted Key Meetings & Project Work within the Leisure Tourism Development Report.

Peterson provided summaries of Go West Summit, hosting influencers from France and Mexico, planning annual ski FAM, and Outlook Forum. Future events and efforts include training the sourcing team in Scottsdale, Connect Marketplace, SkiTops, Mountain Travel Symposium, CalSAE Elevate, IPW in LA, California Cup, HelmsBriscoe, Australia Sales Mission, etc.

Peterson noted the value of partnerships and having audiences book trips further out. He also reviewed efforts for the newsletter that is sent to 8,000 meeting planners. The open rate is mid 30% and has been modified to include video update to help audience learn about destination.

## **XII. Departmental Reports**

**Andy Chapman**

Andy Chapman noted new summary dashboard was created. If you would like the full report, it can still emailed out. In addition, the following reports are in the meeting packets.

- a) Conference/Leisure Sales**
- b) Consumer Advertising**
- c) Social/Content**
- d) Public Relations**

## **XIII. Old Business**

**Claudia Andersen**

Andy Chapman shared an agreement had been executed with Red White and Tahoe Blue to take over the barges from title standpoint.

Chapman also reported an approximate \$18,000 balance from drone show donations that were run through the Parasol. Since the funds were raised for community benefit, the balance will be used for community stewardship. These upcoming expenses will be tracked separately and will be used for community good will.

The reason money remains is because Chapman went back to the drone show vendor and negotiated a better price, saving \$25,000, rather than falling short for the event.

## **XIV. New Business**

**Claudia Andersen**

CEO Andy Chapman requested the June 19<sup>th</sup> board meeting be moved to June 18<sup>th</sup> due to the overlap with a DMA West event.

## **XV. Director Comments**

**Claudia Andersen**

None



**XVI. PUBLIC COMMENT – Pursuant to NRS 241.020  
Andersen**

**Claudia**

**This is the time for public to comment on any matter whether it is included on the Agenda of this meeting.**

None

**XVII. Adjournment –**

**Claudia Andersen**

Call to adjourn by Claudia Andersen. Adjourned. 3:46pm.

**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 Welcome Center**

**IVGID Office**

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



May 16, 2024

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Review and Approval of TNTNV Strategic Plan

**Background**

As the Board is aware, staff and stakeholders have been working with Whereabouts on the development of a new 3 to 5 Year Strategic Plan for Travel North Tahoe Nevada. The contract for Whereabouts was approved in November 2023 and various strategy sessions and stakeholder engagements have been conducted over the past six months.

Attached to the staff report is the Travel North Tahoe Nevada Strategic Plan Booklet as well as the Strategic Plan One Page Overview.

**Possible Board Actionp**

Staff will review the Strategic Plan with the board followed by a possible plan adoption and approval.

TRAVEL  
*North*  
**TAHOE**  
NEVADA

**Strategic Plan 2024-2027**





## NORTH STAR

### VISION

Preserve and enhance a vibrant and innovative destination by leading in stewardship and sustainability

### MISSION

Encourage destination experiences that support a vibrant economy, enhance community character and foster

### VALUES

**LEAD:** We lead innovative and sustainable tourism practices in Lake Tahoe, bringing together diverse partners to benefit the destination.

**PROMOTE:** We promote responsible visitation that enhances community character and powers a vibrant economy.

**SUPPORT:** We advocate and support solutions and policy that creates and strengthens a healthy local community that visitors desire to experience. This benefits residents, businesses and visitors.

**PRESERVE:** We model destination stewardship, preserving our community for generations to come.

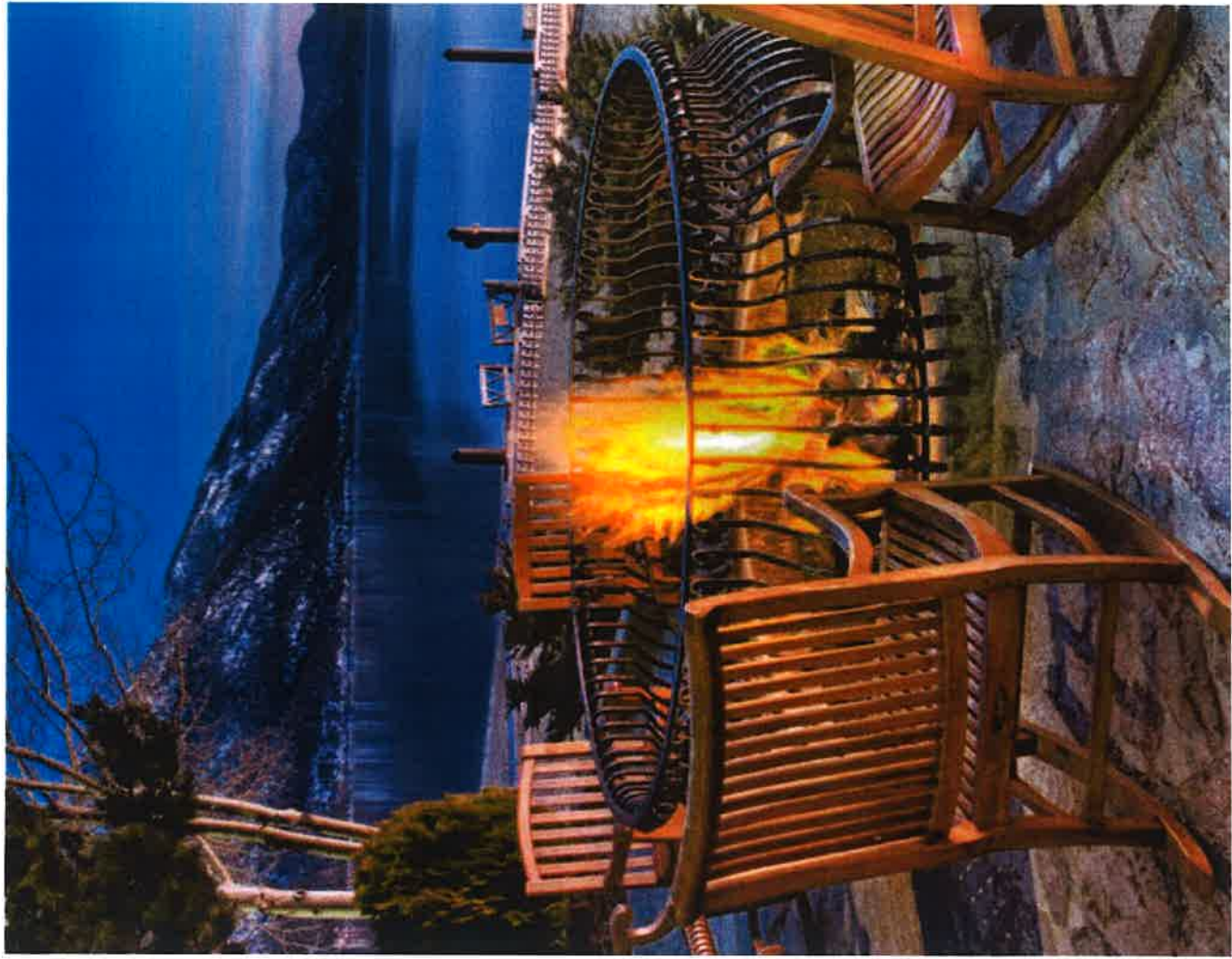
**ADAPT:** Our tourism expertise spans decades. We demonstrate the ability to pivot, respond to crises and be nimble.

**CREATE:** We create the best possible visitor experience with the least impact, and maximize the economic and community benefits of visitation for our entire community.

### POSITION

Travel North Tahoe Nevada is the primary voice for our local visitor economy:

- » We are a destination management organization focused on stewardship and a healthy economy
- » We deliver targeted and effective outreach campaigns that speak to the visitors we desire
- » We foster group sales that meet the needs of our stakeholders
- » We serve as a conduit and convenor to bring key partners to the table
- » We are a credible voice, sharing a point of view rooted in our core values
- » We are an educational resource, curating and sharing critical information to residents, businesses and visitors alike
- » We serve an oversight role to garner adequate resources and a seat at the table
- » We deploy our resources responsibly and strategically to shape public perception, visitor behavior, and public policy in order to help guide a destination that is sustainable over the long term



## OBJECTIVE 1: AMPLIFY OUR MESSAGE

### INDICATORS

- Increase engagement with TNTNV communications across all channels
- Improve community sentiment towards tourism on resident survey

### STRATEGIES

#### 1.1 Document our foundation of credibility

For TriTiv to achieve the depth of connection and relevance that it needs to make progress, it must help its stakeholders and partners recognize its standing and its identity. Partly this will focus on continuing to clarify the role TriTiv plays now and has played in the past, before its new brand was rolled out. It will also depend on the ability to tell the story of its ongoing successes.

#### 1.2 Identify and prioritize key messaging points to support our strategic goals

A necessary ingredient in any public communication effort is clear, concise, repeatable, and actionable messaging. In TriTiv's case, this will mean evolving its key brand foundational statements and program messaging to more clearly align with the organization's stewardship and sustainability goals.

#### 1.3 Develop and implement strategic communications plan

Beyond messaging, the organization must create an organized plan for communicating its actions and successes with its many community and regional stakeholders. This will include a clear articulation of its audiences, their needs, the channels they respond to, and actions TriTiv wants them to take.

#### 1.4 Create and implement grassroots community engagement plan

The people and organizations of Incline Village and its neighboring communities have struggled with the recent consequences of visitation, and this has caused a groundswell of "no tourists" activity. A face-to-face campaign designed to promote the value of visitor spending in tandem with TriTiv's destination management activity will help mitigate this risk.





## OBJECTIVE 2: MAXIMIZE BRAND LIFT

### INDICATORS

Increase share of voice  
in regional tourism  
content

Improve brand  
perception over 2024  
benchmark

increase in visitation. Likewise, many of TNTNV's contributions to local events and programs goes unrecognized. A focused awareness campaign will bolster TNTNV's standing in the community and act as a proactive defense to questions about the role marketing and destination management plays for North Tahoe.

**2.3 Develop strategy to engage younger generations and create support for TNTNV's position**

Both Gen Z and Millennials have shown an interest in sustainable tourism. Creating an engagement strategy that shares with these audiences the stewardship and sustainability activities of TNTNV can help drive more responsible tourism to the region and future-proof the destination for these growing segments.

**2.4 Engage partners to amplify TNTNV message through their channels**

Disseminating TNTNV's message through its own efforts will be a focus of this plan, but it will not be enough to create the reach necessary to help shape destination perception and visitor behavior. Working with its local and regional partners to leverage their owned channels will be key to further spread of TNTNV's key messages.

**2.5 Engage local community groups to drive brand and mission awareness**

Distributing brand messages via multiple channels can cover a wide range of the population, but it can also leave questions unanswered for many audiences. Direct engagement of locals through existing community groups and other venues can help create additional opportunities for dialogue.

## STRATEGIES

**2.1 Document and leverage TNTNV's differentiation from local and regional organizations**

The number of travel and tourism-focused organizations around Lake Tahoe, on both sides of the Nevada/California border, is significant. The differences between these organizations are mostly clear to the organizations themselves but are not necessarily so to the businesses and residents of the North Shore. Sustained communication on the roles and responsibilities of each will be helpful in a multitude of ways.

**2.2 Build awareness of TNTNV's contributions and efforts, including Co-op marketing efforts**

Because the Co-op's marketing isn't present in local channels, many residents, stakeholders, and partners are unaware of the degree to which North Tahoe Nevada is being promoted, nor are they aware of the strategic timing and messaging meant to shape visitation patterns—not just create a gross



## OBJECTIVE 3: INVEST IN STEWARDSHIP

### INDICATORS

Improve resident sentiment on parking and trash issues

Decrease ratio of visitor volume between peak and need periods

Growth in toolkit participation

### STRATEGIES

3.1 Define TNTNV role in Lake Tahoe Stewardship Plan

The LTSP is a major, lake-wide initiative meant to put forth an aligned strategy for destination management and stewardship. It is incumbent upon TNTNV leadership—who actively participated in the drafting of the LTSP—to document how the organization fits into the larger plan, and how its own North Shore activity supports the region's goals.

3.2 Prioritize stewardship investment in dollars and resources

Any organizational plan must have a process and/or device to help it make decisions going forward on its various priorities. Prioritizing stewardship in both the budgeting and operational planning processes will ensure TNTNV's work drives toward its stated stewardship goals first and foremost.

3.3 Create toolkit with sustainability and stewardship messaging for partners

The stewardship approach to destination management is relatively new to the North Shore, and while many residents, organizations, and businesses understand it theoretically, many may not. A toolkit of materials, including messaging, signage, window decals, and so on, will be useful in explaining the organization's approach, gaining alignment in the immediate community, and spreading the message.

3.4 Partner with stakeholders to activate stewardship priorities

Enlisting partner organizations throughout the North Shore to help further the region's stewardship goals will be critical to their success and expand TNTNV's reach and influence on these important initiatives.

3.5 Allocate resources to distribute destination user volume toward need periods

A key aspect of destination stewardship is managing the ratio between peak visitation periods and off-peak or shoulder seasons. North Lake Tahoe doesn't need more visitors during peak season, but local tourism-oriented businesses would benefit from a more balanced visitation calendar that can be influenced through focused TNTNV efforts.

3.6 Advocate for and support regional transportation options

One of the intractable problems of the North Shore is transportation—in particular during high travel season, it is an issue that affects visitors and residents alike. While TNTNV has made immediate strides through its direct support of TART Connect, using its influence and reach to advocate for regional improvements will undoubtedly help move upgrades forward over time.





## OBJECTIVE 4: LEVERAGE PARTNERSHIPS

### INDICATORS

Growth in partnership scorecard aggregate score

Growth in number of "tables" TNTNV is participating in

Increase in Net Promoter Score on TNTNV as a partner

### STRATEGIES

4.1 Develop a segmented and ranked partnership list with scorecard for optimization of partner relationships

The ability to appropriately leverage partnerships depends in large part on developing appropriate partnerships. To that end, TNTNV should create an assessment process to better define and articulate its own partnership needs, and to use that process over time to focus on and prioritize high-value partnerships.

4.2 Evaluate and update grant support program to align with strategic goals

As TNTNV aims to fund activity that improves the water experience and aligns with its stewardship goals, a new approach to grantmaking in the community is necessary to increase the awareness of and applications for grant support that are aligned with the organization's mission. This will include greater communication and publicity around available funds and funding programs; a tightened process for application and review, including how potential projects align with TNTNV goals; and improved reporting on the impact of the program.

4.3 Define pathways to include perspectives from the Washoe Tribe in our strategic direction

The geographic and spiritual center of the Washoe people is Lake Tahoe, and they have long held a responsibility to care for their home and environment. Given the growing importance of working together with Native American tribes across the western U.S., as well as the fact that a stewardship approach mirrors that of the Washoe, it will be critical to partner with the Tribe to mutually support the region's sustainability and stewardship efforts.

4.4 Develop a strategic public affairs plan

TNTNV's plans to grow its reach and increase partnerships will benefit from stronger relationships with government agencies and other organizations. A strong framework for how to approach these relationships will be a crucial part of the organization's success, especially working across state lines.





## OBJECTIVE 5: FINE TUNE OUR OPERATIONS

### INDICATORS

Year-over-year increase in funding  
Increase in Welcome Center engagement  
Decrease identified skill and capability gaps

### STRATEGIES

#### 5.1 Develop strategies to increase critical funding streams

TNTNV's financial support from the Transient Occupancy Tax is capped at a rate that is insufficient to continue its ability to support and build the visitor economy of the North Shore. A key effort in growing this support will be to explore additional opportunities for funding support, potentially including new state funding, new federal funding, or newly increased funding from existing mechanisms.

#### 5.2 Evaluate and reallocate Co-op marketing spend

Participation in the co-op marketing with North Tahoe Community Alliance has been, and continues to be, an effective vehicle for promotion of the businesses and hotels in and around Incline Village and Crystal Bay. Going forward, TNTNV would be well served to assess the impact of its marketing investment through the co-op and reallocate that investment when appropriate to maximize the benefit to its mission.

#### 5.3 Align staffing and capability needs with the new strategic plan

This strategic plan lays out an ambitious set of activities for the next three years. As TNTNV looks to accomplish these activities, it will need to make sure it has the right people and skills within the organization to make progress. A capability assessment will be the critical first step in this process.

#### 5.4 Leverage Welcome Center programming and increased awareness

The organization's decision to rename the Welcome Center property and emphasize its goal of helping visitors and residents alike is a progressive step toward greater community engagement. Furthering this through programming and leveraging of the TNTNV brand will be an important part of the organization's face-to-face relationship with the public, and a terrific venue for sharing its stewardship and sustainability point of view.



# TRAVEL NORTH TAHOE NEVADA STRATEGIC PLAN 2024-2027

## VISION

Preserve and enhance a vibrant and innovative destination by leading in stewardship and sustainability.

## MISSION

Encourage destination experiences that support a vibrant economy, enhance community character and foster environmental stewardship.

## VALUES

**LEAD:** We lead innovative and sustainable tourism practices in Lake Tahoe, bringing together diverse partners to benefit the destination.

**PROMOTE:** We promote responsible visitation that enhances community character and powers a vibrant economy.

**SUPPORT:** We advocate and support solutions and policy that creates and strengthens a healthy local community that visitors desire to experience. This benefits residents, businesses and visitors.

**PRESERVE:** We model destination stewardship, preserving our community for generations to come.

**ADAPT:** Our tourism expertise spans decades. We demonstrate the ability to pivot, respond to crises and be nimble.

**CREATE:** We create the best possible visitor experience with the least impact, and maximize the economic and community benefits of visitation for our entire community.

## POSITION

Travel North Tahoe Nevada is the primary voice for our local visitor economy:

- » We are a destination management organization focused on stewardship and a healthy economy
- » We deliver targeted and effective outreach campaigns that speak to the visitors we desireWe foster group sales that meet the needs of our stakeholders
- » We serve as a conduit and convenor to bring key partners to the table
- » We are a credible voice, sharing a point of view rooted in our core values
- » We are an educational resource, curating and sharing critical information to residents, businesses, and visitors alike
- » We serve an oversight role to garner adequate resources and a seat at the table
- » We deploy our resources responsibly and strategically to shape public perception, visitor behavior, and public policy in order to help guide a destination that is sustainable over the long term

**OBJECTIVE 1:**

Amplify Our Message

**INDICATORS**

- Increase engagement with TNTNV communications across all channels
- Improve community sentiment towards tourism on resident survey

**STRATEGIES**

- Document our foundation of credibility
- Identify and prioritize key messaging points to support our strategic goals
- Develop and implement strategic communications plan
- Create and implement grassroots community engagement plan

**OBJECTIVE 2:**

Maximize Brand Lift

**INDICATORS**

- Increase share of voice in regional tourism content
- Improve brand perception over 2024 benchmark

**STRATEGIES**

- Document and leverage TNTNV's differentiation from local and regional organizations
- Build awareness of TNTNV's contributions and efforts, including Co-op marketing efforts
- Develop strategy to engage younger generations and create support for TNTNV's position
- Engage partners to amplify TNTNV message through their channels
- Engage local community groups to drive brand and mission awareness

**OBJECTIVE 3:**

Invest in Stewardship

**INDICATORS**

- Improve resident sentiment on parking and trash issues
- Decrease ratio of visitor volume between peak and need periods
- Growth in toolkit participation

**STRATEGIES**

- Define TNTNV role in Lake Tahoe Stewardship Plan
- Prioritize stewardship investment in dollars and resources
- Create toolkit with sustainability and stewardship messaging for partners
- Partner with stakeholders to activate stewardship priorities
- Allocate resources to distribute destination user volume toward need periods
- Advocate for and support regional transportation options

**OBJECTIVE 4:**

Leverage Partnerships

**INDICATORS**

- Growth in partnership scorecard aggregate score
- Growth in number of "tables" TNTNV is participating in
- Increase in Net Promotor Score on TNTNV as a partner

**STRATEGIES**

- Develop a segmented and ranked partnership list with scorecard for optimization of partner relationships
- Evaluate and update grant support program to align with strategic goals
- Define pathways to include perspectives from the Washoe Tribe in our strategic direction
- Develop a strategic public affairs plan

**OBJECTIVE 4:**

Fine Tune Our Operations

**INDICATORS**

- Year-over-year increase in funding
- Increase in Welcome Center engagement
- Decrease identified skill and capability gaps

**STRATEGIES**

- Develop strategies to increase critical funding streams
- Evaluate and reallocate Co-op marketing spend
- Align staffing and capability needs with the new strategic plan
- Leverage Welcome Center programming and increased awareness



May 15<sup>th</sup>, 2024

To: TNTNV Board

From: Andy Chapman, President/CEO

Re: FY 2024/25 Grant Revenue Projection

**Background**

Staff has prepared three FY 2024/25 grant revenue projections for the board's discussion and consideration. Staff conducted outreach to various partners and properties to research potential revenue opportunities. Staff will review the proposals and ask for board input.

**Possible Action**

Pending discussion, staff requests the Board provide approval on one of the three option or to provide additional direction to staff to return at the June meeting with additional options.

2024\_25 Room Tax Grant Revenue

OPTION A

Actual month Payment month	May July	June August	July September	August October	September November	October December	November January	December February	January March	February April	March May	April June	Total
Prior Year Actual	\$ 119,948	\$ 216,098	\$ 336,394	\$ 288,209	\$ 232,658	\$ 126,349	\$ 107,996	\$ 142,764	\$ 165,447	\$ 163,316	\$ 145,018	\$ 118,382	\$ 2,162,579
Running	\$ 119,948	\$ 336,046	\$ 672,440	\$ 960,649	\$ 1,193,307	\$ 1,319,656	\$ 1,427,652	\$ 1,570,416	\$ 1,735,863	\$ 1,899,179	\$ 2,044,197	\$ 2,162,579	
FY 2024/25 Draft Budget	\$ 113,847	\$ 207,465	\$ 326,396	\$ 296,416	\$ 223,718	\$ 115,478	\$ 104,821	\$ 177,873	\$ 164,215	\$ 171,508	\$ 142,430	\$ 118,412	\$ 2,162,579
Running	\$ 113,847	\$ 321,312	\$ 647,708	\$ 944,124	\$ 1,167,842	\$ 1,283,320	\$ 1,388,141	\$ 1,566,013	\$ 1,730,228	\$ 1,901,737	\$ 2,044,167	\$ 2,162,579	\$ (0)
Variance \$s	\$ (6,101)	\$ (8,633)	\$ (9,998)	\$ 8,207	\$ (8,940)	\$ (10,871)	\$ (3,175)	\$ 35,109	\$ (1,232)	\$ 8,192	\$ (2,588)	\$ 30	\$ (0)
Variance %	-5.09%	-3.99%	-2.97%	2.85%	-3.84%	-8.60%	-2.94%	24.59%	-0.74%	5.02%	-1.78%	0.03%	0.0%
FY 2024/25 Room Revenue	\$3,436,891	\$6,263,094	\$9,853,475	\$8,948,397	\$6,753,746	\$3,486,125	\$3,164,402	\$5,369,748	\$4,957,435	\$5,177,605	\$4,299,774	\$3,573,797	\$65,284,488

FY 2023/24 Room Revenue	\$3,617,780	\$6,524,056	\$10,158,222	\$8,687,764	\$7,035,152	\$3,748,522	\$3,258,910	\$4,751,989	\$4,721,367	\$4,931,052	\$4,387,524	\$3,573,797	\$65,396,135
% Change From Prior Year	95.0%	96.0%	97.0%	103.0%	96.0%	93.0%	97.1%	113.0%	105.0%	105.0%	98.0%	100.0%	-0.17%

OPTION B

Actual month Payment month	May July	June August	July September	August October	September November	October December	November January	December February	January March	February April	March May	April June	Total
Prior Year Actual	\$ 119,948	\$ 216,098	\$ 336,394	\$ 288,209	\$ 232,658	\$ 126,349	\$ 107,996	\$ 142,764	\$ 165,447	\$ 163,316	\$ 145,018	\$ 118,382	\$ 2,162,579
Running	\$ 119,948	\$ 336,046	\$ 672,440	\$ 960,649	\$ 1,193,307	\$ 1,319,656	\$ 1,427,652	\$ 1,570,416	\$ 1,735,863	\$ 1,899,179	\$ 2,044,197	\$ 2,162,579	
FY 2024/25 Draft Budget	\$ 119,839	\$ 226,915	\$ 336,491	\$ 302,171	\$ 233,039	\$ 124,170	\$ 107,951	\$ 177,873	\$ 164,215	\$ 171,508	\$ 145,337	\$ 118,412	\$ 2,227,922
Running	\$ 119,839	\$ 346,754	\$ 683,245	\$ 985,416	\$ 1,218,456	\$ 1,342,625	\$ 1,450,577	\$ 1,628,450	\$ 1,792,665	\$ 1,964,173	\$ 2,109,510	\$ 2,227,922	\$ 65,343
Variance \$s	\$ (109)	\$ 10,817	\$ 97	\$ 13,962	\$ 381	\$ (2,179)	\$ (45)	\$ 35,109	\$ (1,232)	\$ 8,192	\$ 319	\$ 30	\$ 65,343
Variance %	-0.09%	5.01%	0.03%	4.84%	0.16%	-1.72%	-0.04%	24.59%	-0.74%	5.02%	0.22%	0.03%	3.0%
FY 2024/25 Room Revenue	\$3,617,780	\$6,850,259	\$10,158,222	\$9,122,152	\$7,035,152	\$3,748,522	\$3,258,910	\$5,369,748	\$4,957,435	\$5,177,605	\$4,387,524	\$3,573,797	\$67,257,106

FY 2023/24 Room Revenue	\$3,617,780	\$6,524,056	\$10,158,222	\$8,687,764	\$7,035,152	\$3,748,522	\$3,258,910	\$4,751,989	\$4,721,367	\$4,931,052	\$4,387,524	\$3,573,797	\$65,396,135
% Change From Prior Year	100.0%	105.0%	100.0%	105.0%	100.0%	100.0%	100.0%	113.0%	105.0%	105.0%	100.0%	100.0%	2.85%

OPTION C

Actual month Payment month	May July	June August	July September	August October	September November	October December	November January	December February	January March	February April	March May	April June	Total
Prior Year Actual	\$ 119,948	\$ 216,098	\$ 336,394	\$ 288,209	\$ 232,658	\$ 126,349	\$ 107,996	\$ 142,764	\$ 165,447	\$ 163,316	\$ 145,018	\$ 118,382	\$ 2,162,579
Running	\$ 119,948	\$ 336,046	\$ 672,440	\$ 960,649	\$ 1,193,307	\$ 1,319,656	\$ 1,427,652	\$ 1,570,416	\$ 1,735,863	\$ 1,899,179	\$ 2,044,197	\$ 2,162,579	
FY 2024/25 Draft Budget	\$ 113,847	\$ 205,304	\$ 319,667	\$ 287,782	\$ 223,718	\$ 115,478	\$ 104,713	\$ 157,410	\$ 156,395	\$ 163,341	\$ 130,803	\$ 118,412	\$ 2,096,869
Running	\$ 113,847	\$ 319,151	\$ 638,817	\$ 926,600	\$ 1,150,317	\$ 1,265,795	\$ 1,370,508	\$ 1,527,918	\$ 1,684,313	\$ 1,847,654	\$ 1,978,457	\$ 2,096,869	\$ (65,710)
Variance \$s	\$ (6,101)	\$ (10,794)	\$ (16,727)	\$ (427)	\$ (8,940)	\$ (10,871)	\$ (3,283)	\$ 14,646	\$ (9,052)	\$ 25	\$ (14,215)	\$ 30	\$ (65,710)
Variance %	-5.09%	-5.00%	-4.97%	-0.15%	-3.84%	-8.60%	-3.04%	10.26%	-5.47%	0.02%	-9.80%	0.03%	-3.0%
FY 2024/25 Room Revenue	\$3,436,891	\$6,197,853	\$9,650,311	\$8,687,764	\$6,753,746	\$3,486,125	\$3,161,143	\$4,751,989	\$4,721,367	\$4,931,052	\$3,948,772	\$3,573,797	\$63,300,810

FY 2023/24 Room Revenue	\$3,617,780	\$6,524,056	\$10,158,222	\$8,687,764	\$7,035,152	\$3,748,522	\$3,258,910	\$4,751,989	\$4,721,367	\$4,931,052	\$4,387,524	\$3,573,797	\$65,396,135
% Change From Prior Year	95.0%	95.0%	95.0%	100.0%	96.0%	93.0%	97.0%	100.0%	100.0%	100.0%	90.0%	100.0%	-3.20%





## **BY-LAWS OF INCLINE VILLAGE/CRYSTAL BAY VISITOR AND CONVENTION BUREAU INC.**

### ARTICLE I- Name

The name of this entity shall be the Incline Village/Crystal Visitor and Convention Bureau ~~(DBA Travel North Tahoe Nevada)~~ (hereafter referred to as IV/CBVCB) and is designated as a private non-profit corporation and as such, its' functions shall be governed by Nevada Revised Statutes and Washoe County Ordinances pertaining thereto.

### ARTICLE II - Purpose and Function

It shall be the ~~purpose-mission~~ of the IVCBVCB ~~to promote travel and tourism to to encourage destination experiences that support a vibrant economy, enhance community character and foster environmental stewardship in the Lake Tahoe the Washoe Tahoe portion of Washoe County. , Washoe County area comprised of Incline Village and Crystal Bay, Nevada.~~

### ARTICLE III - Board of Directors

#### A. Power of Responsibility

Members of the Board of Directors may be residents of Incline Village or Crystal Bay, Nevada and they must own, conduct or have an interest in a business or profession located in Incline Village or Crystal Bay, Nevada. The Board of Directors shall be responsible for all actions of the IVCBVCB and be vested with those powers necessary to carry out such responsibilities, including, but not limited to, the appointment of an Executive Director and other staff, the compensation range of any staff personnel, meeting budgets, raising the funds necessary to operate the IVCBVCB, accounting and financial controls, and the manner in which Incline Village/Crystal Bay, Nevada is promoted to the visitor industry.

#### B. Number and Classification of Directors

There shall be at least five voting Directors, a majority of which must ~~represent room tax paying entities~~ direct tourism related business/industry, as follows:

1. One (1) representative from an Incline Village hotel/casino;
2. One (1) representative from a Crystal Bay hotel/casino;
3. Three (3) others elected at large.

#### C. Directors Terms

Election of Directors shall occur annually at a meeting held in June with the term to start July 1. Terms shall alternate so that no more than three are elected in any one year. No member of the Board of Directors shall serve more than three consecutive three year terms.

D. Nomination of Directors

In ~~April~~ May of each year the Chairperson shall appoint a nominating committee of the Board members ~~and/or staff~~ consisting of not less than three who shall be charged with:

1. Announcing, by use of all public media available of annual Board vacancies;
2. Reviewing all written applications and personally interviewing qualified applicants;
3. Seeking recommendations from persons associated with the segment of the community for which the Directorship is designated;
4. Present to the Board of Directors a list of not less than two names of persons for each vacancy. This shall constitute the official ballot.

E. Election of the Board of Directors

1. The nominating committee shall present the official ballot to the Board of Directors.
2. Election of all the Directorships shall be by a majority vote of the Board of Directors.

F. Cause for Termination

An elected Director may be terminated in advance of the specified termination date as described in Article III, paragraph, under the following circumstances:

1. Death.
2. Failure to attend three regular monthly meetings during the course of the fiscal year and a majority vote of the Board votes for his/her removal.
3. A written resignation.
4. Director ceases to be engaged in the business or occupation which he/she was appointed to represent.
5. Director no longer resides in Incline Village or Crystal Bay, Nevada.
6. Director representing a room tax paying entity is delinquent.

G. Board Vacancies

1. In case of any vacancy on the Board, the remaining Directors shall elect a successor who meets the criteria of the vacancy in accordance with Article III.
2. All such vacancies shall be filled within ninety days.
3. A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by a majority vote of the Board of Directors for the unexpired portion of the term.

H. Meetings; Quorum

1. The Board shall meet regularly at a time and in a place to be designated by the Board. Special meetings may be held as often as the needs of the Board require, on notice to each Board member and the public.

2. A majority of the members shall constitute a quorum at any meeting. Every motion and resolution of the Board shall be adopted by at least a majority of the members present and constituting a quorum at such meeting.

3. Prior to the meeting a notice and an agenda shall be provided to each member of the Board of Directors and to anyone requesting such.

4. Board meetings shall be held in accordance to the Nevada Open Meeting Law, N.R.S. 241.010 et seq.

5. Minutes of the meetings of the Board of Directors shall be in writing and maintained at the principal office or place of business of the corporation and shall be available to each of the Directors and the public upon request during regular business hours.

ARTICLE IV - Officers

A. Officers

1. The officers of the IVCBVCB shall be a Chairperson, a Vice Chairperson and such other officers as deemed necessary by the Board.

B. Election and Term of Office

1. The officers of the IVCBVCB shall be elected annually by the Board of Directors at a meeting held in July with their term to commence immediately following the adjournment of that meeting. New officers and committees may be created and filled at any meeting of the Board of Directors.

2. No officer shall hold the same office on the Board for more than three one year consecutive terms; however,

3. Each officer shall hold office until a successor has been duly elected and qualified.

C. Removal

Any officer may be removed during his/her term of office by a majority vote of the members of the Board of Directors, but such removal shall be based only upon the misconduct of such officer.

D. Officer Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by a majority vote of the Board of Directors for the unexpired portion of the term.

E. Duties of the Chairperson

1. The Chairperson shall preside at all meetings of the Board of Directors at which he/she may be present.



2. The Chairperson shall exercise general supervision and control over the affairs of the IVCBVCB subject to the control of the Board of Directors.

F. Duties of the Vice Chairperson

The Vice Chairperson shall exercise the functions of the Chairperson in case of his/her inability to serve, or whenever the Chairperson shall designate the Vice Chairperson to act.

ARTICLE V - Management

The Board of Directors shall, if deemed necessary, be vested with the power to hire an ~~Executive Director~~ President/CEO and other staff and to contract with others to manage the IVCBVCB in the following manner:

A. ~~Executive Director~~President/CEO

1. The ~~Executive Director~~President/CEO shall be responsible to the Chairperson and the Board of Directors for the execution and management of the IVCBVCB objectives, budget, marketing program and staff.

2. The ~~Executive Director~~President/CEO shall act as the liaison officer between the Board of Directors and the members of the IVCBVCB and shall attend all meetings of the IVCBVCB and its' Board of Directors.

3. The ~~Executive Director~~President?CEO shall perform his/her duties in conformity with his/her job description as approved by the Board of Directors.

B. Other Staff Positions

Additional staff positions, including legal counsel, may be authorized by the Board of Directors, as necessary, to be filled by ~~the Board or the~~ Executive DirectorPresident/CEO.

C. Compensation

Compensation ranges for all staff positions shall be set and reviewed by the Board at its' discretion in order to keep the compensation in line with the requirements of the job and comparable positions throughout the industry.

D. Records

Records of all proceedings of the Board of Directors shall be maintained including, but not limited to, financial records of receipts and disbursements, contracts and all business transactions of the corporation. These records shall be available to the Directors and the public upon request during regular business hours at the principal office or place of business of the corporation.

ARTICLE VI - Parliamentary Procedure

A. The meetings of the Board of Directors shall be governed by Robert's Rules of Order.

#### ARTICLE VII - By Laws

A. A majority vote of the Board shall be necessary to add, amend or repeal these By laws.

B. All By laws in force must be copied legibly in a book to be maintained by the Chairperson or ~~Executive Director~~ President/CEO and copies shall be made available to each of the Directors, the membership, and the public upon request during regular business hours.

#### ARTICLE VIII – Appointment of Member to the Reno-Sparks Convention and Visitors Authority (hereinafter “RSCVA”)

A. A majority of the Board of Directors shall vote to nominate one (1) of their members to serve as their representative member on the RSCVA (hereinafter “Appointed Director”) pursuant to NRS 244A.601 as amended

B. The nominated Director shall serve a two (2) year term on the RSCVA and, as such, should have at least two (2) years remaining on his/her term as Director of the IVCBVCB, when appointed.

C. In the event that a majority of the Board of Directors cannot agree on the nomination of one of their members, then, and in that event, they may nominate a non-Board member to serve.

These By laws were adopted by an affirmative vote of a majority of the Board of Directors of the IVCBVCB on this July 1, 1991. On May 10, 1995, ARTICLE III, C, Directors’ Terms, was revised. On June 19, 2001 by unanimous approval the Board of Directors, a new ARTICLE VIII was added. On April 20, 2018 by unanimous approval the Board of Directors, ARTICLE III-C and ARTICLE VII were amended. On May 15, 2024 by unanimous approval the Board of Directors, ARTICLE I, ARTICLE II, ARTICLE II-B, ARTICLE II-D, ARTICLE V, ARTICLE V-A, ARTICLE V-A1, ARTICLE V-A2, ARTICLE V-A3, ARTICLE V-B, ARTICLE V-IIB were amended.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Secretary

## April 2024 Financial Summary Report

### Apr Month End Variance Report

#### REVENUE

- 46000 Merchandise Sales: Over budget due to higher gift shop sales
- R277 Concierge: Over budget due to good start for tour sales in 2024
- R250 Fund Transfers: Over budget due to higher TOT collections

#### EXPENSES

- 0321 Employee Training: Under budget due to no opportunities
- 0451 Legal and Accounting: Under budget due to late invoice
- 0460 Contract Services: Under budget due to late invoice
- 0473 Dues and Subscriptions: Under budget due to timing
- 0507 Meeting Expenses: Over budget due to MTS expenses
- 0690 Sponsorship: Over budget due to timing of requests
- 0692 Sustainability Initiatives: Over budget due to timing of requests
- 8001 Co-op Bill back: Over budget due to timing

### Apr Year to Date Variance Report

#### REVENUE

- 46000 Merchandise Sales: Over budget due to higher gift shop sales
- R277 Concierge: Under budget due to lower tour sales in 2023
- R250 Fund Transfers: Under budget due to lower TOT collections
- R252 Interest Income: Over budget due to high rates
- 50000 Cost of Goods Sold: Over budget due to higher gift shop sales

#### EXPENSES

- 0316 PERS: Under budget due to lower payroll expense
- 0320 Health Insurance: Over budget due to new employee
- 0405 Bank and Credit Card: Over budget due to more card processing
- 0410 Office Supplies: Over budget due to new POS hardware
- 0411 Maintenance/Snow removal: Under budget due to lower snow removal costs
- 0430 Building Repairs & Insurance: Over budget due to new toilets and higher premiums
- 0460 Contract Services: Over budget due to additional work requested
- 0461 Remote Offices: Over budget due to meeting expenses
- 0501 Travel and Lodging: Over budget due to increased travel
- 0601 Hospitality: Over budget due to staff recognition and holiday party
- 0623 Regional Marketing: Under budget due to lower spend
- 0690 Sponsorship: Under budget due to timing of requests
- 0692 Sustainability Initiatives: Under budget due to timing
- 0725 Uniforms: Under budget due to delay in ordering
- 0751 Concierge Expense: Under budget due to lower ticket sales
- 0800 Grant Expense: Over budget due to timing

# INCLINE VILLAGE CRYSTAL BAY

Budget vs. Actuals: FY\_2023\_2024 - FY24 P&L

April 2024

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
46000 Merchandise Sales	4,250.80	2,500.00	1,750.80	170.03 %
POS Sales	0.00	0.00	0.00	
R277 Concierge	6,042.00	5,000.00	1,042.00	120.84 %
<b>Total POS Sales</b>	<b>6,042.00</b>	<b>5,000.00</b>	<b>1,042.00</b>	<b>120.84 %</b>
R250 Fund Transfers	163,315.63	158,345.00	4,970.63	103.14 %
R252 Interest Income	4,422.65	4,000.00	422.65	110.57 %
<b>Total Income</b>	<b>\$178,031.08</b>	<b>\$169,845.00</b>	<b>\$8,186.08</b>	<b>104.82 %</b>
Cost of Goods Sold				
50000 Cost of Goods Sold	550.45	1,375.00	-824.55	40.03 %
<b>Total Cost of Goods Sold</b>	<b>\$550.45</b>	<b>\$1,375.00</b>	<b>\$ -824.55</b>	<b>40.03 %</b>
<b>GROSS PROFIT</b>	<b>\$177,480.63</b>	<b>\$168,470.00</b>	<b>\$9,010.63</b>	<b>105.35 %</b>
Expenses				
0305 Payroll	35,242.86	34,573.00	669.86	101.94 %
0314 State Employer Taxes	217.73	500.00	-282.27	43.55 %
0315 Federal Unemployment	4.86	40.00	-35.14	12.15 %
0316 Public Employees Retirement Sys	10,001.50	10,202.00	-200.50	98.03 %
0319 Employer Medicare/Soc Sec	783.03	588.00	195.03	133.17 %
0320 Health Insurance	4,494.73	3,804.00	690.73	118.16 %
0321 Employee Training		1,000.00	-1,000.00	
0400 Utilities		0.00	0.00	
0401 Utilities- Electric	214.51	300.00	-85.49	71.50 %
0402 Utilities-Gas & Heat	299.00	240.00	59.00	124.58 %
0403 Utilities- Water & Refuse	383.50	360.00	23.50	106.53 %
<b>Total 0400 Utilities</b>	<b>897.01</b>	<b>900.00</b>	<b>-2.99</b>	<b>99.67 %</b>
0405 Bank & Cr Card Charges	718.82	375.00	343.82	191.69 %
0410 Office Supplies & Expenses	1,325.51	500.00	825.51	265.10 %
0411 Maintenance/Janitorial	540.00	600.00	-60.00	90.00 %
0411.5 Snow Removal		200.00	-200.00	
<b>Total 0411 Maintenance/Janitorial</b>	<b>540.00</b>	<b>800.00</b>	<b>-260.00</b>	<b>67.50 %</b>
0412 IT - Computers	127.48	150.00	-22.52	84.99 %
0420 Postage & Freight		50.00	-50.00	
0421 Communications	483.63	600.00	-116.37	80.61 %
0422 Printing Expenses	788.13	0.00	788.13	
0430 Building Repairs & Insurance	386.27	500.00	-113.73	77.25 %
0451 Legal & Accounting Services		2,750.00	-2,750.00	
0460 Contract Services	1,250.00	5,720.00	-4,470.00	21.85 %
0461 Remote Offices	3,500.00	3,500.00	0.00	100.00 %
0462 Equipment Lease & Maint.	212.74	300.00	-87.26	70.91 %
0473 Dues & Subscriptions	777.97	5,000.00	-4,222.03	15.56 %
0474 License & Fees		250.00	-250.00	
0501 Travel & Lodging	374.07	1,000.00	-625.93	37.41 %
0504 Registrations	100.00	500.00	-400.00	20.00 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
0505 Local Transportation/Car		150.00	-150.00	
0507 Meeting Expenses	2,715.16	250.00	2,465.16	1,086.06 %
0601 Hospitality in Market		400.00	-400.00	
0622 Advertising Co-op	79,166.00	79,166.00	0.00	100.00 %
0623 Regional Marketing Programs	20.00	500.00	-480.00	4.00 %
0650 Payroll Expense	116.00	125.00	-9.00	92.80 %
0690 Sponsorship	31,500.00	0.00	31,500.00	
0692 Sustainability Initiatives	25,330.48	0.00	25,330.48	
0751 Concierge Expense	5,398.00	4,500.00	898.00	119.96 %
51100 Freight and Shipping Costs	26.95	100.00	-73.05	26.95 %
<b>Total Expenses</b>	<b>\$206,498.93</b>	<b>\$158,793.00</b>	<b>\$47,705.93</b>	<b>130.04 %</b>
<b>NET OPERATING INCOME</b>	<b>\$ -29,018.30</b>	<b>\$9,677.00</b>	<b>\$ -38,695.30</b>	<b>-299.87 %</b>
Other Expenses				
8001 Co-op Bill Back	6,181.05	0.00	6,181.05	
Reconciliation Discrepancies-1	199.79		199.79	
<b>Total Other Expenses</b>	<b>\$6,380.84</b>	<b>\$0.00</b>	<b>\$6,380.84</b>	<b>0.00%</b>
<b>NET OTHER INCOME</b>	<b>\$ -6,380.84</b>	<b>\$0.00</b>	<b>\$ -6,380.84</b>	<b>0.00%</b>
<b>NET INCOME</b>	<b>\$ -35,399.14</b>	<b>\$9,677.00</b>	<b>\$ -45,076.14</b>	<b>-365.81 %</b>

## July 2023 - April 2024

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
0474 License & Fees	24.00	850.00	-826.00	2.82 %
0501 Travel & Lodging	19,010.82	8,000.00	11,010.82	237.64 %
0504 Registrations	5,263.91	5,000.00	263.91	105.28 %
0505 Local Transportation/Car	957.63	1,500.00	-542.37	63.84 %
0507 Meeting Expenses	3,117.50	2,500.00	617.50	124.70 %
0601 Hospitality in Market	7,711.35	4,000.00	3,711.35	192.78 %
0601.5 In House	19.49		19.49	
0622 Advertising Co-op	791,660.00	791,660.00	0.00	100.00 %
0623 Regional Marketing Programs	984.91	5,000.00	-4,015.09	19.70 %
0650 Payroll Expense	1,295.00	1,250.00	45.00	103.60 %
0689 WEB Development	59.00	1,000.00	-941.00	5.90 %
0690 Sponsorship	131,705.79	170,000.00	-38,294.21	77.47 %
0691 Shuttle Subsidy/Sponsorship	60,844.00	60,844.00	0.00	100.00 %
0692 Sustainability Initiatives	66,464.83	160,457.00	-93,992.17	41.42 %
0725 Uniforms		4,000.00	-4,000.00	
0730 Special Promotional Items	1,935.00	4,000.00	-2,065.00	48.38 %
0751 Concierge Expense	153,199.00	171,945.00	-18,746.00	89.10 %
0800 Grant Expenses	3,804.55		3,804.55	
51100 Freight and Shipping Costs	1,251.05	1,000.00	251.05	125.11 %
59900 POS Inventory Adj -Merchandise	97.28	500.00	-402.72	19.46 %
<b>Total Expenses</b>	<b>\$2,030,823.60</b>	<b>\$2,153,867.00</b>	<b>\$ -123,043.40</b>	<b>94.29 %</b>
<b>NET OPERATING INCOME</b>	<b>\$134,837.72</b>	<b>\$79,140.00</b>	<b>\$55,697.72</b>	<b>170.38 %</b>
Other Expenses				
8000 Sky Show Cash Overflow	-17,962.38		-17,962.38	
8001 Co-op Bill Back	48.89	0.00	48.89	
8003 Sky Show Expenses July 4	-103,793.55	0.00	-103,793.55	
Reconciliation Discrepancies-1	199.79		199.79	
<b>Total Other Expenses</b>	<b>\$ -121,507.25</b>	<b>\$0.00</b>	<b>\$ -121,507.25</b>	<b>0.00%</b>
<b>NET OTHER INCOME</b>	<b>\$121,507.25</b>	<b>\$0.00</b>	<b>\$121,507.25</b>	<b>0.00%</b>
<b>NET INCOME</b>	<b>\$256,344.97</b>	<b>\$79,140.00</b>	<b>\$177,204.97</b>	<b>323.91 %</b>



Date: May 15, 2024

To: Board of Directors

From: Andy Chapman, President/CEO

Re: CEO Annual Review Process and Timeline

#### Background

The TNTNV Board will review the prior year performance of CEO Andy Chapman at their June 2024 meeting. Last year, the TNTNV Board of Directors adopted new review documentation for staff that was utilized in the FY 2022/23 CEO Review process. That review documentation will be used again this year. Per the established procedure, the Board of Directors will complete the review documentation, and once completed will be returned to Greg Long, Chief Operating Officer, to be compiled and presented during the June Board meeting.

Below is the scheduled timeline:

Board to receive review documents	May 20 <sup>th</sup>
Board returns review document to Greg Long	June 7 <sup>th</sup>
Greg Long prepares complied responses for board packet	June 21 <sup>st</sup>
Board conducts CEO Review in public meetings	June 26 <sup>th</sup>

#### Board Discussion

The Board will discuss and direct staff on the above timeline proposal.





## Annual Review and Goal Setting

Employee Name/Title: \_\_\_\_\_

Evaluation Date: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

Evaluator/Title: \_\_\_\_\_

---

### Review

Listed below are the employee's most significant accomplishments or contributions to the organization during the previous fiscal year (use as much space as needed).

Listed below are demonstrated strengths that the employee should continue to build upon.

Listed below are areas where the employee is currently being challenged and the necessary steps to overcome those issues.

### Preview

Listed below are goals for the employee to accomplish during the next fiscal year.

### Action

Listed below are the actions related to this employee review.

Evaluator Signature \_\_\_\_\_

Date \_\_\_\_\_

Employee Signature \_\_\_\_\_

Date \_\_\_\_\_

May 15, 2024

Revenues & Stats					
		Mar-2024		Mar-2023	Variance
TOT Revenues					
Total Taxable Revenues	Monthly YTD	\$ 145,018	\$ 123,552		17.4%
		\$ 2,044,197	\$ 2,156,135		-5.2%
		\$ 4,387,524	\$ 3,729,802		17.6%
		Mar. Actual	Mar. Budget		
Monthly YTD		\$ 145,018	\$ 138,856		4.4%
		\$ 2,044,197	\$ 2,119,154		-3.5%
Occupancy					
Vacation Rental Time Share Home Owner	Hotel	46.4%	45.4%		2.2%
	Motel	55.9%	30.7%		82.1%
	Rental	35.7%	32.3%		10.5%
	Share	33.7%	61.9%		-45.6%
	Owner	9.4%	10.1%		-6.9%
Total		31.60%	33.47%		-5.6%
Room Rate					
Vacation Rental Time Share Home Owner	Hotel	\$ 270.47	\$ 246.04		9.9%
	Motel	\$ 147.08	\$ 80.26		83.3%
	Rental	\$ 325.12	\$ 303.43		7.1%
	Share	\$ 98.72	\$ 38.05		159.4%
	Owner	\$ 312.87	\$ 330.51		-5.3%
Total		\$ 265.06	\$ 220.82		20.0%
RevPar					
Vacation Rental Time Share Home Owner	Hotel	\$ 125.60	\$ 111.74		12.4%
	Motel	\$ 82.24	\$ 24.68		233.2%
	Rental	\$ 115.95	\$ 97.90		18.4%
	Share	\$ 33.29	\$ 23.56		41.3%
	Owner	\$ 29.51	\$ 33.66		-12.3%
Total		\$ 83.87	\$ 73.90		13.5%

Visitor Information Comparative Statistics For Fiscal YTD				
		Apr-2024	Apr-2023	Variance
Walk In Visitor Count				
Monthly		1892	1376	37.5%
YTD		29,044	23,225	25.1%
Merchandise Sales				
Monthly		\$ 4,251	\$ 2,374	79.1%
YTD		\$ 66,389	\$ 41,428	60.3%
Concierge & AT Sales				
Monthly		\$ 6,042	\$ 5,115	18.1%
YTD		\$ 179,444	\$ 138,171	29.9%
Vacation Planners Mailed		101	130	-22.3%

Destimetrics Reservations Activity (as of Apr 30, 2024)				
	FY 2023/24	FY 2022/23	Variance	
Current Month Occupancy	43.0%	52.2%	-17.6%	
Current Month ADR	\$ 288	\$ 292	-1.4%	
Current Month REVPAR	\$ 124	\$ 152	-18.4%	
Next Month Occupancy	29.50%	32.7%	-9.8%	
Next Month ADR	\$ 295	\$ 274	7.7%	
Next Month REVPAR	\$ 87	\$ 90	-3.3%	
Winter Total Occupancy (proj)	43.7%	50.2%	-12.9%	
Winter Total ADR (proj)	\$ 409	\$ 385	6.2%	
Winter Total REVPAR (proj)	\$ 179	\$ 194	-7.7%	

Reno Tahoe International Airport				
	March 2024	March 2023	Variance	
Total Passengers Served	395,906	380,363	4.1%	
Average Load Factor	78.4%	83.3%	-5.9%	
Total Number of Departures	1,819	1,694	7.4%	
Non-Stop Destinations Served	22	20	10.0%	
Departing Seat Capacity	258308	234038	10.4%	
Crude Oil Averages (barrel)	\$ 81.28	\$ 73.28	10.9%	

Notes of interest:

**Summary:**

Launched new ticketing site for local activities and Thunderbird Lodge. Still working out the kinks with the new Point of Sale and QuickBooks Online software. Ramping up staff for the summer season.

**Staffing:**

- Michele Nelson is continuing to learn her new position as gift shop manager.
- Staffing is on track for East Shore Trail information table.
- Seasonal staffing has been hired for start of June.

**Operations:**

- Manage Welcome Center and Staff
- Manage Activity Tickets and new site
- Inventory management and ordering

**Projects:**

- Parking lot sealing
- Manage book signing event
- RTT strategic plan participation
- Activity Tickets upgrades
- Investment management
- New toilets installed
- Roof replacement estimates
- GoTahoeNorth.com management
- RTT Executive Committee member

**Meetings attended:**

- Co-op agency meetings, Abbi Agency meetings, Co-op marketing committee, RTT meetings, RTT communications committee meetings, RTT strategic planning meetings.

President/CEO Report  
Activities Report  
May 15<sup>th</sup>, 2024

- NORTH LAKE TAHOE MARKETING COOPERATIVE
  - Working with agency partners on development of Summer Consumer creative campaign.
  - Developed and implementing Summer Consumer media buy.
  - Produced with our partners a very successful 2024 Mountain Travel Symposium.
  - Developing strategy to balance Lake Tahoe Visitors Authority brand campaign of “Visit Lake Tahoe”.
  - Working with NLT Coop staff FY 2024/25 Coop Budget.
  - Meet with Coop Sales Team to strategize on future efforts.
- PROJECTS
  - Preparing FY 2024/25 TNTNV Budget.
  - Working with RTC, Washoe County, Placer County, RSCVA and TMA on FY 2023/24 TART Connect funding acquisition.
  - Participating in Lake Tahoe Sustainable Tourism and Recreation Partnership.
  - Worked with Abbi Agency on organization communication and social media messaging.
  - Coordinating with Whereabouts on TNTNV Strategic Planning Project.
  - Participating on Lake Tahoe Stewardship Council Executive Committee.
  - Partnering with Clean Up The Lake on various environmental improvement projects.
  - Participated in the Placer County/Washoe County TART Connect RFP process.
  - Attended WinterWonderGrass as event sponsor.
- MEETINGS (in person or virtual)
  - Attended agency status meetings
  - Attended TMA Executive Committee Meeting
  - Attended TMA Board Meeting
  - Attended Stewardship Tahoe Core Committee Meeting
  - Attended TTD Board Meeting
  - Attended TTD Committee Meeting
  - Attended NLT Marketing Coop Committee Meeting
  - Attended Visit California Brand Content Committee Meeting
  - Attended One West Tourism Alliance Board Meeting
  - Attended One West Tourism Alliance Tech Summit
  - Attended IVCBA Partner Meeting
  - Attended Hyatt Lake Tahoe Restaurant Opening



## Departmental Reports

**APRIL PERFORMANCE REPORT**

# **TRAVEL NORTH TAHOE NEVADA**

# PUBLIC RELATIONS

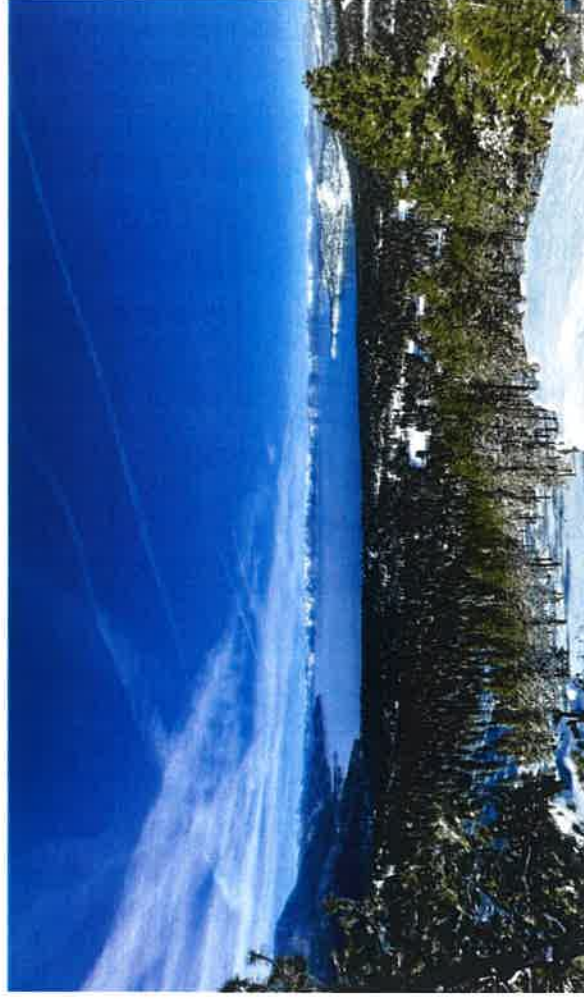


## OVERVIEW

In the month of April, TNTNV partnered with Placer County on a release celebrating TART Connect's millionth ride, resulting a placement with a quote from Andy Chapman.

This compliments the TART Connect funding updates distributed in February and op-ed placement from March.

TAA also revised draft language for TNTNV's strategic plan.





## MONTHLY NUMBERS AT A GLANCE

1

MEDIA PLACEMENT

1

REGIONAL PLACEMENT

360K

REACH

Click [here](#) for the full coverage book.



theabbagency.com

@theabbagency

©2023 The Abbi Agency

## Tahoe Daily Tribune

1 millionth rider takes TART Connect



INCLINE VILLAGE, Nev. – Tahoe Truckee Area Regional Transit's innovative micro-transit service (TART Connect) recently hit a 1 million rider milestone. Since its inception, the on-demand, curb-to-curb transportation solution has revolutionized mobility for residents and visitors in the North Lake Tahoe and Truckee areas.

"TART Connect is dedicated to fostering sustainable and accessible transportation solutions that enrich the lives of our community members and our visiting guests," said Andy Chapman, president and CEO of Travel North Tahoe Nevada. "We are incredibly grateful for the ongoing support from our regional partners, whose commitment enables us to continue service hours and maintain coverage in Zone 3, ultimately enhancing connectivity and mobility for all."

## TAHOE DAILY TRIBUNE

PLACEMENT DATE: APRIL 13

Story Title: [1 millionth rider takes TART Connect](#)

Est. Coverage Views: 1,500

Market: Regional

Key Messages: Sustainable tourism, partnerships

Brand Pillar: Lead

# CONTENT



# NEWSLETTER PERFORMANCE

[April Newsletter Preview](#)

In April, TNTNV sent an email to its database, spotlighting the Meet Local Authors and Legends event alongside the Thunderbird Lodge Castle Tours. This month's newsletter also highlighted Kim Warren with an engaging Employee Feature.

## RECIPIENT ENGAGEMENT

Date Range: April 2024

Audience: Incline Village Crystal Bay Visitors Bureau

Subject: Enter a Springtime State of Mind in North Lake Tahoe

50

Opened

8

Clicked

Successful deliveries

97

98.0%

Total opens

86

Last opened

5/3/24 2:49AM

Forwarded

0

2

Bounced

0

Unsubscribed

Clicks per unique opens

16.0%

Total clicks

37

Last clicked

4/30/24 3:48PM

Abuse reports

0



Author  
Tim Hauserman

Author  
Suzanne Roberts

## Meet Local Authors and Legends

Ever wanted to meet your favorite local authors and legends in person? Join us at the North Tahoe Nevada Welcome Center on Sunday, April 28th from 4 - 6pm for an afternoon of inspiring conversation, book signings, and readings with two of our area's prolific storytellers.

**Tim Hauserman** - Author of *Going It Alone: Ramblings and Reflections* and *Tahoe Kim Trail*.

**Suzanne Roberts** - Author of *Almost Somewhere: Twenty-Eight Days on the John Muir Trail*.

GET YOUR FREE TICKET

# THANK YOU

**CONTACT**

[dani@theabbiagency.com](mailto:dani@theabbiagency.com)

775.235.6616

[theabbiagency.com](http://theabbiagency.com)