

TRAVEL
North
TAHOE
NEVADA

AGENDA

Board Meeting
Travel North Tahoe Nevada
Wednesday, January 21st, 2026 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 January 21st 2025 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

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|--|-------------------------------|
| I. Call to Order/Roll Call | Chair |
| II. PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for the public to comment on any matter whether or not if it is included on this agenda. | Chair |
| III. Approval of Agenda (For Possible Action) | Chair |
| IV. Approval of November 2025 Board Meeting Minutes (For Possible Action) | Chair |
| V. Travel North Tahoe Nevada Resident Sentiment Survey (20 min) | Longwoods Int./Chapman |
| VI. Introduction and Welcome to CFO by Design Accounting Team (20 min) | Chapman/Long |
| VII. Review of November 2025 Financial Statements (15 min)
(For Possible Action) | CFObd/Long |
| VIII. Building Remodel Update (10 min) | Long/Chapman |
| IX. Leisure/Conference Sales Update (10 min) | Peterson |
| X. Old Business | Chair |
| XI. New Business | Chair |
| <ul style="list-style-type: none">• Discussion on March Board Retreat Meeting Date (March 25)• Greg Long RSCVA Board Appointment for Second Term | |
| XII. Departmental Reports (Report in Packet) | Chair |
| <ul style="list-style-type: none">a) Monthly Dashboardb) Conference Salesc) Leisure Salesd) Consumer/Social/Public Relationse) TNTNV Public Relationsf) COO Reportg) CEO Report | |
| XIII. Director Comments | Chair |
| XIV. 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. | Chair |
| XV. Adjournment – (For Possible Action) | |



**November 2025 Board Meeting Minutes
Travel North Tahoe Nevada
Wednesday, November 12, 2025, 3:00pm**

I. Call to Order/Roll Call Eric Roe

The Travel North Tahoe Nevada Board Meeting was called to order at 3:00 by Chair Eric Roe. Roll call was taken. The following members were present: Claudia Andersen, Bill Watson, Darya Shahvaran, Pascal Dupuis, Bill Watson, and Eric Roe. The following TNTNV employees were present: Andy Chapman, President/CEO, Greg Long, Chief Operating Officer, Bart Peterson, Director of Sales, Mike Beiro, Community Engagement & Advocacy Manager, and Kim Warren, Executive Assistant. Others in attendance: Jon Steele, CPA and John Rice from California Ski Industry Association. Legal representation from Reese Ring Velto.

II. PUBLIC COMMENT – Pursuant to NRS 241.020 Eric Roe
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 Eric Roe

Motion to approve the November 12, 2025 agenda by Claudia Andersen. Second by Darya Shahvaran. Approved.

IV. Approval of September 2025 Board Meeting Minutes Eric Roe

Motion to approve the September 2025 Board Meeting Minutes by Bill Watson. Second by Pascal Dupuis. Approved.

V. Fiscal Year End 2025 Financial Report and Tax Returns Greg Long/Jon Steele

Jon Steele presented Accountant’s Compilation Report that included Statement of Financial Position, Statement of Activities, and Statement of Functional Expenses for fiscal year ending June 30, 2025. He shared numbers are well aligned with operations. Line-item expenses show normal operation and

fluctuations. Revenue was within 7% of last year and the organization was more profitable this year.

Andy Chapman brought to Board's attention the total net assets at the bottom of the Statement of Financial Position. He summarized these funds have been saved since 2020. Some of the funds have covered the new roof and remodel. He also shared it is Board policy to keep \$500,000 in reserve.

Steele noted if money stopped flowing in, there would be 150 days of operation expenditures with the \$500,000. Chapman added, if this happened, there would be cuts, so the reserve funds would last even longer. COO Greg Long noted \$57,000 gained in interest income. Full report in packet.

Chapman announced the group is also reviewing tax returns and passed out hard copies.

Motion to approve the compiled financial statements and the tax return subject to any final changes resulting from Staff or Board review by Bill Watson. Second by Claudia Andersen. Approved.

VI. California Ski Industry Association Program Presentation

John Rice

President of California Ski Industry Association John Rice shared his professional background, including time and history at Sierra-at-Tahoe Resort, which included response to Caldor Fire.

He then spoke of Ski California's advocacy for industry at resorts, in which Nevada resorts are included. Resorts call them with problems, and the Association does what they can to assist. They assist with Public Relations after incidents and provide resources and messaging.

Their focus this year is safety, education, advocacy, and growth. Rice also noted innovation, working with corporate entities, fiscal responsibility, and the desire for everyone to enjoy public lands.

Rice spoke of the economic impact of resorts and research for economic impact report. He shared how they are funded (CA Gold Ski Pass) and how they support various causes. He also spoke of advocating for outdoor recreation at federal, state, regional, and local levels. Greg Long shared outdoor recreation is now the second leading industry in Nevada.

VII. Consumer Brand Launch Update

Andy Chapman

CEO Andy Chapman reported that since the last meeting, the brand Lake Tahoe Travel has been launched. On September 22nd, all media was paused and switched website from Go Tahoe North to LakeTahoeTravel.com. On October 1st, the brand was launched (*Tahoe Daily Tribune*, emails to data bases, efforts on press, October 6th CalTravel Summit). He provided more details, activities, and photos + videos of the event of the CalTravel Summit's official launch and its success. Bart Peterson, Greg Long, and Mike Beiro shared a few positive highlights.

Chapman added 70% of the lake and 52 miles of shoreline are in our domain, including Emerald Bay. Pascal Dupuis complemented impressive efforts and how proud the team is when presenting it.

VIII. Review of October 2025 Financial Statements

Greg Long

COO Greg Long reiterated fund transfers (TOT) are down substantially (about 30%), having a dramatic impact on revenue. Andy Chapman provided details around the three main sources of TOTs (vacation, hotel, motel products) and compared numbers to previous years.

Long noted the big decreases in expenses are not visible yet; however, the team is paying very close attention to the financials, is very aware of the impacts from decreased revenue, and are proposing how to head off lost revenue. He shared Staff will do a six-month reforecast for the annual operating budget. Chapman reminded the group that at the last meeting, decreased expense categories were identified. He noted after December is closed, there will be a reforecast, with another in March.

Long presented October 2025 Financial Summary Report, summarized some line items, and highlighted categories that varied from the budget for both End of Month and Year to Date.

Claudia Andersen noted different markets across country are hurting. Pascal Dupuis added next year Hyatt's TOT contributions will be a little bit better because they are pushing groups ('27, '28, '29). Long noted the hope for CalNeva to be open when the Hyatt tower is closed. Regarding hotel closures and remodels, Chapman noted short term pain is for long term gain.

Full report in packet.

Motion to approve October 2025 Financial Statements by Bill Watson. Second by Claudia Andersen. Approved.

IX. TART Connect Operation Update

Andy Chapman

CEO Andy Chapman summarized our organization has been very engaged over past four years with TART Connect. He reported where the funding came from previously and added no money for continued funding has surfaced. Chapman noted if no other funds come, the service in the Incline Village Crystal Bay zone will end December 10th (end of fall schedule). Funding from partners was enough to cover TART Connect for summer and fall.

Chapman summarized the current year's funding, the annual expense of service, continued work with Placer and Washoe counties, possible future funding (e.g., TBID), communication with RTC, RSCVA and IVGID, etc. He also shared 75-80% is local rider ship.

Chapman reported that, in reality, Incline Village and Crystal Bay will not have any public transit availability after 7pm (when mainline bus ends). He acknowledged this is a heavy hit and added this could be an opportunity to share various messaging for community to understand benefits of tourism.

Claudia Andersen inquired about service after December 10th. Chapman noted it would be TART mainline. The group also discussed having the service certain months of year and a fee for the service (\$2 fee in fall; even if increased \$10 fees cannot cover the needed funding). They acknowledged the step back and noted that with TNTNV's decreased revenue, it is not the time to lead funding efforts.

X. Building Remodel Update and Temporary Office Plan

Greg Long/Andy Chapman

Andy Chapman presented images of the design plans and noted close work with Dale Smith, an architect in Incline Village. Chapman reported the plans are being finalized and will be submitted to the county November 20th. Construction bids are due in December.

Chapman showed updates to workspaces and guest services area to meet the needs for the future of the organization. Greg Long contributed that the reason this planning was started is to be more concierge focused and described upcoming changes, allowing four areas to assist guests. Chapman reported there will be some loss to retail area and workspaces will grow from five to eight. He also described the updated conference room space, a more efficient kitchen area, and a breakroom.

Chapman noted timeline of construction is mid-January to mid-April and shared plans for continuing TNTNV operation. He spoke of an open building (937 Tahoe Blvd.) close to our current location with plenty of parking. A five-month lease (Jan – May) is available and allows moving everything and adding signage to direct guests to location. Dupuis offered hotel use; Roe and Shahvaran also offered.

Board members posed questions (walls/beam, ownership of building, and insurance coverage) and noted a positive difference to the public area. Eric Roe noted the need to be prepared for push back, since support to others is limited. Chapman highlighted the main message is this expense is covered by capital funds, separate from the operating budget. This planning has been happening for almost a year, and the funds have been available since 2019. *(Dupuis left the meeting.)*

XI. Leisure Sales Update

Bart Peterson

Director of Sales Bart Peterson provided a comprehensive report and spoke of the Coop rebrand, newsletters, reaching out to key accounts, and being active on LinkedIn. He noted needed education, sharing message Lake Tahoe Travel is the same DMO.

Peterson also reported on site visits, conferences, FAMs, leads, group programming, and Denise Cmiel's efforts. He shared specific event details, upcoming events, travel trade, international reps and efforts, VISA card spend (domestic up, international down) and keeping destination top of mind.

XII. Community Engagement and Advocacy Update

Mike Beiro

Community Engagement and Advocacy Manager Mike Beiro reported he attended his first CalTravel Summit and highlighted the positive feedback of the new brand. He noted there is a bit of confusion from the community thinking the branding is for TNTNV.

Beiro spoke of continued collaboration with the community and continued presence with community organizations and partners. He spoke of different events and work with UNR. Upcoming events include Tahoe Film Fest, Chamber and IVCBA mixers, and NV Free Heel Fest with NV Nordic.

XIII. Old Business

Eric Roe

Claudia Andersen asked about the resident survey. Andy Chapman replied it had been closed, and we are waiting for results from Longwoods which are expected before Thanksgiving. Andersen inquired

about the number of surveys taken and Chapman noted there was a lot of support sharing the survey.

XIV. New Business

Eric Roe

- **Tahoe Film Fest (December 4-7)**

Chapman said this is one of things TNTNV did sponsor, as it was committed to in advance. He shared we have passes that can be can signed out. Roe added he has additional passes.

- **Nevada Governor’s Conference on Tourism**

Chapman reported the Governor’s Conference is December 9th and 10th in Reno. This is one of TNTNV’s sponsorships (decided in advance) and is an opportunity to promote consumer brand. Dupuis is joining for dinner and morning session. If interested, let him know.

XV. Departmental Reports

Eric Roe

- a) **Monthly Dashboard**
- b) **Conference Sales**
- c) **Leisure Sales**
- d) **Consumer Advertising**
- e) **Social/Content**
- f) **Public Relations**
- g) **Community Engagement Report**
- h) **COO Report**
- i) **CEO Report**

All Reports are included in meeting packet. Andy Chapman noted for Consumer Advertising, an executive summary from 62Above team, will be added.

XVI. Director Comments

Eric Roe

Happy Thanksgiving!

XVII. PUBLIC COMMENT – Pursuant to NRS 241.020

Eric Roe

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

Eric Roe

Call to adjourn by Eric Roe. Adjourned at 5:07pm.

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, IVGID Office, Crystal Bay Post Office,

Travel North Tahoe Nevada Welcome Center, Nevada notices <http://www.notice.nv.gov>

North Tahoe Resident Sentiment 2025

Executive Summary

OVERALL SENTIMENT

North Tahoe residents are not anti-tourism, but they remain skeptical of unmanaged tourism growth.

- About five in ten residents believe tourism is good for their local area and care about the success of the tourism industry in their local area.
- While residents understand tourism's economic importance to their local economy (53%), only a small share (20%) feel their household standard of living is higher because of the money that tourists spend in their local economy.

CHALLENGES

Development Pace & Growth Concerns: Residents want tourism management, not elimination.

- 66% say development is happening too fast
- 85% strongly support planned and controlled tourism development

Overcrowding & Parking Congestion: Residents see tighter enforcement of parking rules as a key priority to help improve congestion.

- 91% of residents believe tourists add to traffic/parking problems
- 80% believe attractions and leisure facilities are becoming overcrowded

Environmental Concerns: There are mixed views on how tourism could have a positive impact on the environment

- 80% believe overcrowding by tourists is spoiling natural areas
- Only 8% of residents agree that tourists are respectful of their natural areas
- However, 94% support tourist education on responsible travel—the study's highest agreement metric
- 88% believe visitors who share respect for Tahoe's natural resources natural would best serve the Tahoe region

Quality of Life: Most North Tahoe residents do not feel tourism has improved their quality of life, but there is still room to strengthen understanding through education.

- 70% believe uncontrolled tourism is jeopardizing their heritage and culture
- Only 20% report quality of life in their local area has improved due to increased tourism

Marketing: Representation and its diversity is not resonating strongly with North Tahoe residents

- Only 32% like how tourism advertising represents their home
- 24% believe it reflects diversity in their local area

Employment: Most North Tahoe residents view jobs in the sector somewhat negatively rather than positively.

- 75% view tourism jobs as low-paying/seasonal.
- Only 17% would encourage friends and family to work in the tourism industry.

OVERALL

Despite skepticism, residents show genuine engagement:

- 90% are proud to call North Tahoe home
- 84% look forward to showing off North Tahoe when friends and family visit
- 60% feel like ambassadors for North Tahoe even among tourists they don't know
- The path forward: Reframe messaging from "tourism growth" to "tourism management" and "stewardship."
 - Make residents marketing collaborators.
 - Demonstrate visible environmental protection, economic transparency, and planned growth that preserves community character.



CFO by design

**Letter of Agreement
for Financial Assessment & Ongoing CFO Services
between Travel North Tahoe Nevada
and CFO by design, Inc.**

This agreement is between Travel North Tahoe Nevada (TNTNV) and CFO by design, Inc. (CFObd). This agreement is intended to outline the basic responsibilities of each party.

Description of Needs:

TNTNV is a 501(c)(6) destination marketing organization (DMO) that promotes the North Lake Tahoe Nevada region, drives tourism demand, supports local businesses, and strengthens the visitor economy for its community. They are experiencing financial operational strain due to limited staffing capacity. Strategically, TNTNV is preparing for major growth, with plans to pursue a Business Improvement District (BID) in the near future, which could significantly increase revenues. The organization seeks to professionalize financial systems now to support future scale. They are specifically seeking assistance with outsourcing their CFO and accounting services as well as evaluating their financial health, ensuring DMO best practices are in place.

Immediate priorities include:

- Planning for staffing transitions and system access protocols
- Improving monthly financial reporting and analysis
- Streamlining processes and reducing manual workload
- Clarifying budget creation, entry, and ownership
- Strengthening internal controls and financial infrastructure
- Preparing to scale ahead of potential BID funding growth

Ongoing CFO Services

With the impending transition in the accounting function, TNTNV would like to outsource accounting services to CFObd.

CFObd will:

- Develop a monthly close calendar
- Oversee accounting functions
- Conduct monthly bank reconciliations to assist with segregation of duties and cash controls
- Conduct monthly balance sheet reconciliations, as collaboratively determined
- Review General Ledger transactions for accuracy
- Develop financial statements, including proprietary dashboards
- Prepare for the annual audit, acting as a liaison with CPA firm on 990 return
- Provide policy updates or development, as needed
- Develop the budget in collaboration with internal team

- Prepare annual 1099's
- Implement recommended technology solutions
- Attend virtual meetings with internal team to review financial performance. After initial set up of services, these will include up to one (1) hour per month.
- As needed, provide virtual attendance at board and executive committee meetings to present financial statements with a limit of one (1) board and one (1) executive committee meeting per month during normal business hours of Monday through Friday from 8am to 5pm in TNTNV's time zone.

TNTNV is responsible for:

- Accounts Payable –uploading invoices, coding to the appropriate GL code and processing payment
- Expense Reports –ensuring that expense reports are submitted in a timely manner and processed
- Accounts Receivable –manage invoicing, making deposits, collections
- Payroll processing
- Certain month-end duties, as collaboratively determined, including submitting information by deadlines
- Cash handling and management of gift shop to include maintaining the point-of-sale system

Financial Assessment:

Our proprietary assessment is designed to uncover opportunities, identify inefficiencies, troubleshoot problems, and create a customized plan to ensure operational excellence. The assessment will focus on financial processes, financial policies, technology and organizational financial health. CFObd will begin collecting documents for the assessment upon execution of this agreement, with interviews and listening sessions taking place once the initial transition of ongoing CFO Services have commenced (February 2026 with exact dates to be determined).

CFObd will:

- Review and assess current financial statements (those used internally by management, those provided to the executive committee and board of directors, and those provided to stakeholders) and most recent audit report along with adjusting entries and management letter.
- Review and assess current financial policies, reserve and investment policies, procedure manuals, travel and entertainment policies, employee handbook and other relevant policy documents.
- Review and analyze of budget process.
- Review funding agreements and deliverables.
- Review internal controls and segregation of duties.
- Review technology systems used by the finance team.
- Review resource allocation.
- Interview key staff and stakeholders to determine end-user needs.
- Review the following process and procedures:
 - Accounts Receivable (Cash Receipts)
 - Budget Process
 - Expense Report Processing
 - Expense Approval Process

- Cash Reserves and Cash Management
- Monthly Close Process

TNTNV is responsible for:

- Availability of Key Personnel: The success of this engagement is dependent on the timely availability of internal stakeholders, audit staff, and Board members.
- Access to Documents: Full access to relevant documents, audit reports, and supporting materials will be required to perform a comprehensive review.

Deliverables from CFObd:

- Customized roadmap outlining short-and long-term priorities
- Recommendations for system improvements, staffing structure, policy updates, and reporting enhancements
- A plan to strengthen transparency and accountability, especially in communicating with boards, city/county partners, and other community stakeholders
- Identification of quick wins for immediate impact, as well as deeper changes that may require phased implementation
- Evaluation of financial health and recommendations to ensure financial stability

Proposed Timeline:

The proposed timeline for this proposal is as follows:

- November 2025 – Execution of this agreement. List of requested documents provided to TNTNV.
- December 2025 – TNTNV continues collection of requested documents.
- January 2026 – Ongoing CFO Services will commence the week of January 5, 2026, unless otherwise agreed upon by both parties. CFObd will begin review of documents for Financial Assessment, and may schedule virtual meetings for clarification.
- February 2026 – CFObd to review all documents and visit the offices of TNTNV the week of February 2, 2026 to conduct interviews and listening sessions with identified stakeholders. Ongoing CFO Services will continue.
- March 2026 - Final roadmap and assessment recommendations will be provided to TNTNV. Ongoing CFO Services will continue.

Pricing:

For the financial assessment, implementation and Ongoing CFO Services, we recommend a combined monthly fee of \$5,550 for January, February and March 2026. For the continued Ongoing CFO Services, we recommend a monthly retainer of \$3,550 beginning in April 2026.

Invoices are issued at the end of the month and payment within 15 days is appreciated.

Travel expenses will be billed at cost for all hard costs (standard airfare, ground transportation, hotel, etc.), and a per diem of \$75/day will be charged for meals and incidentals. We anticipate three team members traveling for 2-3 days for this engagement.

Disputes:

While we strive for a mutually beneficial relationship, if a disagreement or dispute arises between TNTNV and CFObd, we will first discuss resolution of the disagreement or dispute. No lawsuit will be filed before the parties have mediated the matter. If following mediation, a lawsuit becomes necessary, it is agreed that it shall be filed in the District or County Courts of Bastrop County, Texas, and that Texas law will apply.

CFObd Employees:

We love our team and know that you will, too, and we want to keep them. TNTNV agrees that it will not solicit for employment any of CFObd’s employees for at least six months after any such employee has terminated his or her employment with CFObd.

Confidentiality and Non-Disclosure:

CFObd acknowledges that we will receive confidential and proprietary information from TNTNV. We will hold this information in the strictest of confidence and will take all reasonable precautions to safeguard your information. We will not disclose this information to any outside third party without your express written consent.

We appreciate the opportunity to serve your needs and look forward to working with you.



Julie Hart
President/CEO
For CFO by design, Inc.

Date
11/10/2025

Andy Chapman
For Travel North Tahoe Nevada

Date

October 2, 2025

Andy Chapman
President & CEO
Travel North Tahoe Nevada
969 Tahoe Boulevard
Incline Village, NV 89451

Dear Andy,

On behalf of CFO by design (CFObd), I am pleased to submit our proposal in response to your request for financial consulting services. We are enthusiastic about the opportunity to support your efforts to strengthen financial practices in alignment with your mission to encourage destination experiences that support a vibrant economy, enhance community character, and foster environmental stewardship.

The team at CFObd has been assembled with the belief that financial operations are most effective when they align with Travel North Tahoe Nevada's strategic priorities, incorporate insights from a broad range of stakeholders, and deliver measurable value to both the organization and the wider Incline Village and Crystal Bay community.

Our approach is built on a series of integrated steps designed to directly address the key outcomes outlined in our discussions regarding your needs, including:

- Conducting a comprehensive review of Travel North Tahoe Nevada's financial accounting practices, internal controls, reporting, analysis, and forecasting functions—benchmarking against industry standards.
- Identifying gaps, inefficiencies, risks, and opportunities for improvement.
- Recommending and supporting the implementation of Destination Organization-specific best practices.
- Enhancing financial forecasting and analytical capabilities to support strategic planning and stakeholder engagement.
- Ongoing Accounting and Financial Services

We are confident that our experience, specialized expertise, and collaborative approach make us a strong partner for Travel North Tahoe Nevada. Thank you for the opportunity to submit our proposal. We look forward to the possibility of working together.

Sincerely,



Julie Hart,
President & CEO



Proposal Response

October 2, 2025

Submitted by:

CFO by design



Financial Assessment, Implementation and CFO Services Proposal



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Our proprietary assessment is designed to uncover opportunities, troubleshoot problems, and create a customized plan to ensure operational excellence. This assessment will focus on financial and operations, policies, processes and financial statements all while building in accountability and transparency. The discovery section will include interviews with staff, Board Officers, stakeholders and others. This will lead into the planning and implementation phase of the engagement followed by Ongoing CFO Services.

Who We Are

CFO by design (CFObd) is focused on developing organizational excellence in destination organizations (DOs). In our world, that means that the numbers are just the beginning. Our work is designed to align resources to the key objectives of the organization, provide strategic counsel, and enhance processes and outcomes all with an eye on stewardship and transparency.

We are a specialized, nimble firm focused on bringing the best talent to our engagements through collaborative, aligned partnerships targeted to ensure that you have best counsel available.

Our team has over 35 years of combined experience working with and in destination organizations. We speak your language and understand your industry and your needs.



CFO by design

Firm Overview

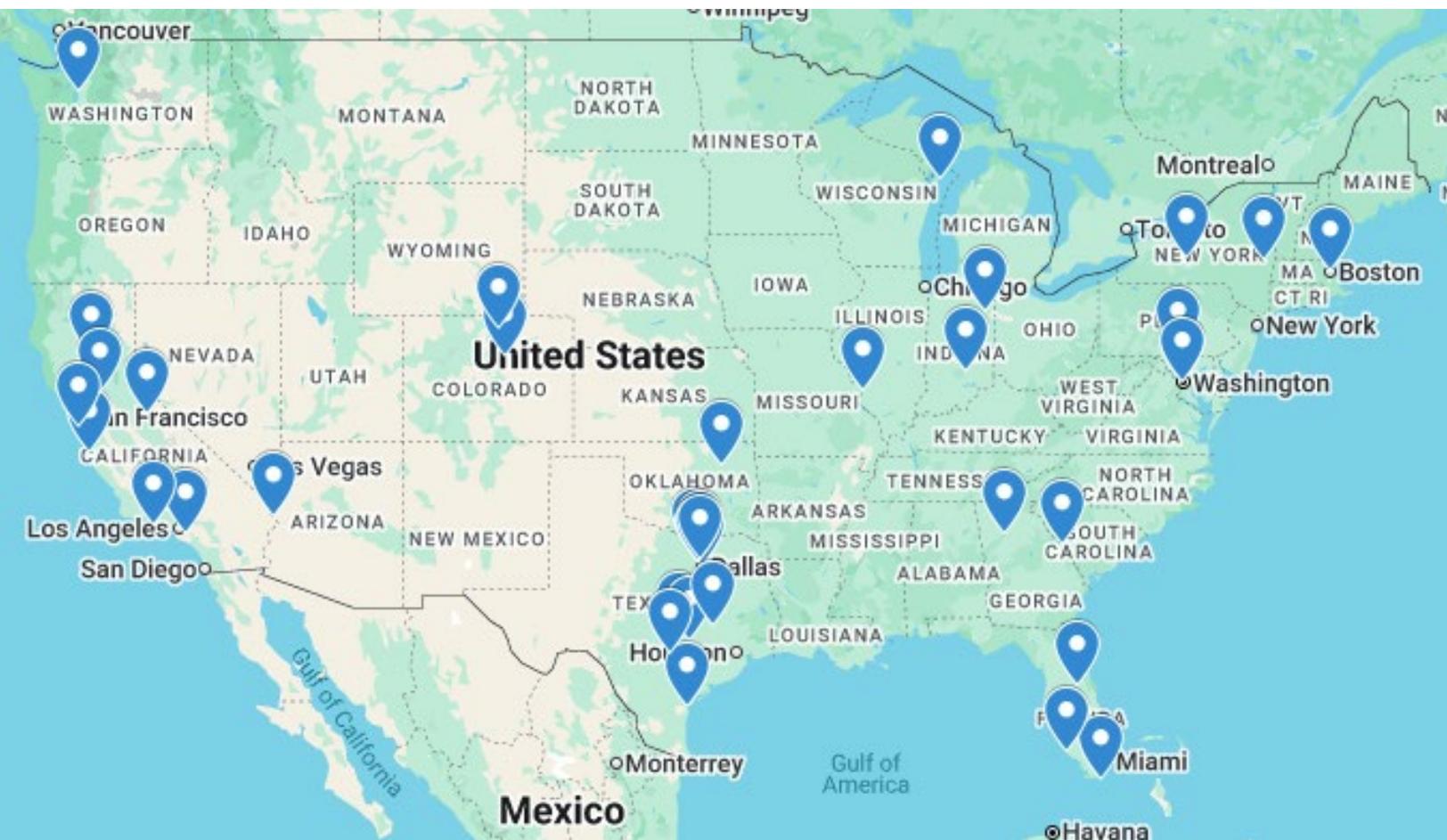
At CFO by design, we specialize in providing strategic financial and operational leadership to Destination Organizations (DOs). We understand the unique challenges and opportunities you face—whether it's navigating public funding, demonstrating ROI to stakeholders, or aligning financial strategy with your destination's long-term vision.

As a virtual CFO and financial consulting firm, we offer customized financial assessments, proprietary reporting tools, and turnkey executive level accounting support designed specifically for the DO environment. Our goal is to bring clarity, structure, and confidence to your financial operations—so your team can focus on driving visitation, economic impact, and community value.

With deep experience in the destination marketing space, we don't just manage your numbers—we help you tell your financial story in a way that builds trust and drives results. Whether you need expert consulting services, outsourced CFO support, guidance through a financial transition, or ongoing accounting leadership, we act as an extension of your team and a champion for your mission.

Let's work together to build a stronger financial foundation for Travel North Tahoe Nevada. Learn more at cfobydesigntx.com.

DMO Clients



Consortium Partners

CFO by design has partnered with four well-respected companies in the Destination Organization industry to better serve our clients with collaboration and alignment of industry leading services.



SearchWide Global

SearchWide Global is a full-service executive search firm primarily for companies in the travel, tourism, hospitality, convention, trade association, venue management, experiential marketing, sports and entertainment industries. We specialize in C-level and Director level executive searches for companies ranging in size from Fortune 500 corporations to mid-sized public and private companies and associations.



Civitas is a full-service firm that specializes in developing and advocating for unique tourism and travel promotion funding strategies. We provide non-profit and legal consulting services, legislative support, and help with unique funding solutions for destinations. Working with over 200 destinations worldwide, we are the leading international firm specializing in the research and implementation of tourism-related levies.



Fired Up! Culture provides timely, strategic and supportive consultation in the areas of inclusion, engagement, people alignment, organizational change and leadership development. Assisting to shape the philosophies, practices and skills of thousands of dynamic leaders, manager and teams, Fired Up! Culture works alongside your leadership team with a proven, data-driven suite of solutions to produce business breakthroughs like never before.

ZEITGEIST CONSULTING



DMOproz—formerly Zeitgeist Consulting—is a boutique but influential consulting practice focusing exclusively on destination marketing and community development. Through deep expertise in strategic planning, enterprise governance, and leadership training, the firm—anchored by founder Bill Geist—supports DMOs in leading their communities' visitor economies more effectively.

Team Bios

Below are the team members who will execute the project



Julie Hart
President & CEO

Julie is a nationally recognized expert in DO financial operations and a trusted advisor to destinations across the country. Since founding CFO by Design in 2012, she has partnered with DOs nationwide to strengthen financial systems, build accountability and transparency, and give leaders confidence in their financial future. Previously serving as CFO for Visit Austin, she discovered her passion for the DO industry and, combined with her experience as a Bastrop city council member, developed a unique perspective that goes far beyond the numbers. A sought-after speaker and executive educator, and a proud graduate of the University of Texas at Austin, Julie is widely respected for her blend of financial expertise, operational insight, and passion for destination stewardship.



Debbie Russel
**CPA, CFO & Director
of Accounting
Services**

Debbie brings over 30 years of progressive accounting experience to the DO industry. A graduate of Baylor University with a BBA in Accounting and a licensed CPA, she has applied her expertise across multiple sectors before dedicating her career to destination organizations. Debbie is known for immersing herself in a client's processes from the ground up, using research and analysis to identify strengths and needs, and then advising on improvements that strengthen financial operations. She takes pride in her attention to detail, leadership skills, and ability to align financial strategy with organizational goals. In addition to serving as CFO for key destination clients such as Destinations International, Visit Seattle, and Visit Austin, Debbie also directs the accounting operations at CFO by Design, where she helps DOs nationwide build financial confidence and long-term success.



Britnee Morgan
MBA, Controller

Britnee Morgan has extensive experience in financial reporting, budgeting, general ledger analysis, and nonprofit accounting, with a particular focus on supporting Destination Marketing and Management Organizations. She earned her BA from Xavier University of Louisiana and her MBA from Dallas Baptist University. Known for her success in process improvement, streamlining internal controls, and ensuring compliance, Britnee is passionate about helping DOs strengthen their financial operations and achieve long-term goals while delivering precise and reliable accounting services.

**Staffing is subject to change at the discretion of CFO by design,
in alignment with the evolving needs of both the client organization and our firm.*

Financial Assessment Approach & Methodology

At CFO by design, our proven methodology begins with a proprietary financial and operational assessment designed to uncover operational strengths, identify inefficiencies, and surface opportunities for improvement. This holistic evaluation is the foundation for a strategic, customized roadmap that leads to greater financial clarity, operational efficiency, and long-term accountability.

PHASE I – DISCOVERY & ASSESSMENT

We begin with a comprehensive discovery process that goes far beyond a surface-level financial review. This phase includes:

- In-depth analysis of financial operations, policies and procedures used in record keeping, closing processes, and accounting
- Review of current financial systems and reporting tools for effectiveness, accuracy, and relevance
- Evaluation of internal controls and risk exposure to ensure fiscal responsibility
- Deep dive into financial reporting to determine accuracy, timeliness and usefulness to internal and external stakeholders.
- Analysis of the financial statements, including analysis of the chart of account and other reporting dimensions available.

To ensure we fully understand the unique dynamics of your organization and the nuances of your operations, our team conducts interviews and listening sessions with key stakeholders, including:

- DO executive leadership and key team members
- Board Officers
- Other relevant community or funding partners
- Audit firm representative

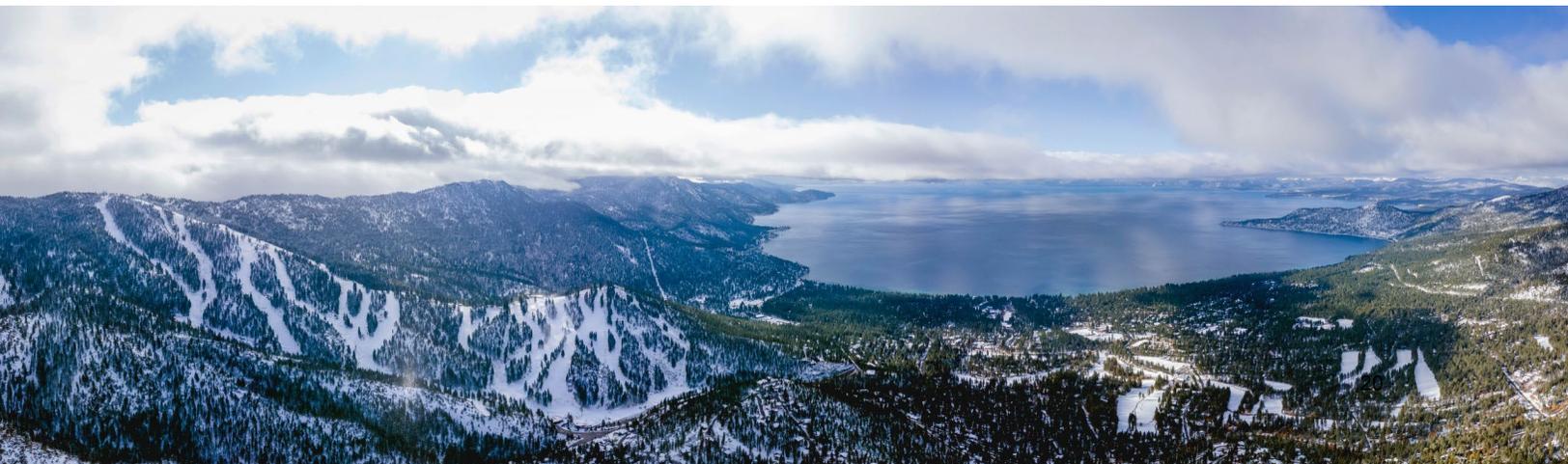
This qualitative input is essential to identify cultural, communication, or structural challenges that impact financial effectiveness.

From the Discovery & Assessment Phase, we will then develop customized solutions to the identified problems and will use DO industry benchmarks and best practices to guide our recommendations.

PHASE II – PLANNING & ROADMAP DEVELOPMENT

Following the assessment, we develop a clear and actionable plan that aligns financial strategy with organizational goals. This includes:

- A customized roadmap outlining short- and long-term priorities
- Recommendations for system improvements, staffing structure, policy updates, and reporting enhancements
- A plan to strengthen transparency and accountability, especially in communicating with boards, city/county partners, and other community stakeholders
- Identification of quick wins for immediate impact, as well as deeper changes that may require phased implementation
- Evaluation of financial health and recommendations to ensure financial stability



Ongoing CFO Services

At CFO by design, we specialize in helping DOs translate vision into action. Working side-by-side with leadership and the Board, we implement practical, sustainable solutions that empower the organization to operate with confidence and deliver greater impact.

CFO SERVICES

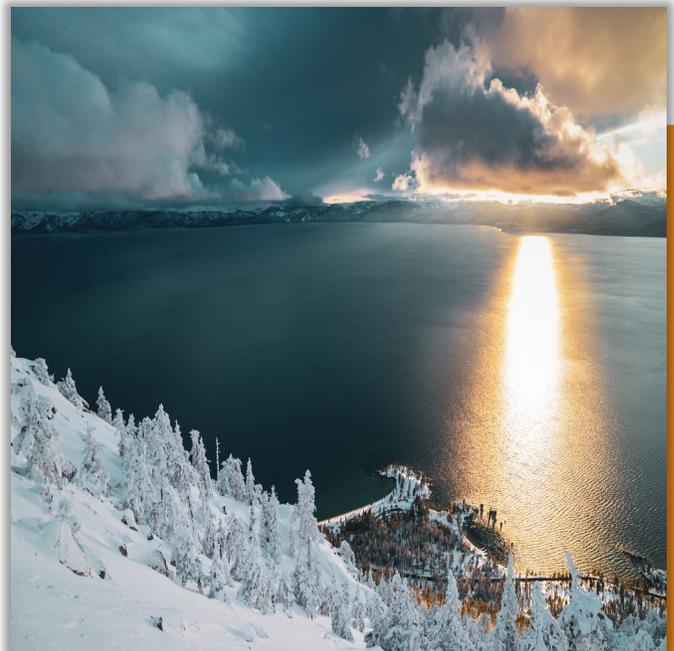
These services will run concurrently with the financial assessment phase. Ongoing services include:

- Development of monthly close calendar
- Oversight of accounting functions
- Monthly bank reconciliations to assist with segregation of duties and cash controls
- Monthly balance sheet reconciliations, as collaboratively determined
- Review General Ledger transactions for accuracy
- Development of financial statements, including proprietary dashboards
- Audit preparation, liaison with CPA firm on 990 return
- Virtual meetings with internal team to review financial performance
- Preparation of CEO or designee on financial statements for board and executive committee meetings.
- Policy updates or development, as needed
- Budget development in collaboration with internal team
- Preparation of annual 1099's
- Strategic consulting services
- Implementation of recommended technology solutions

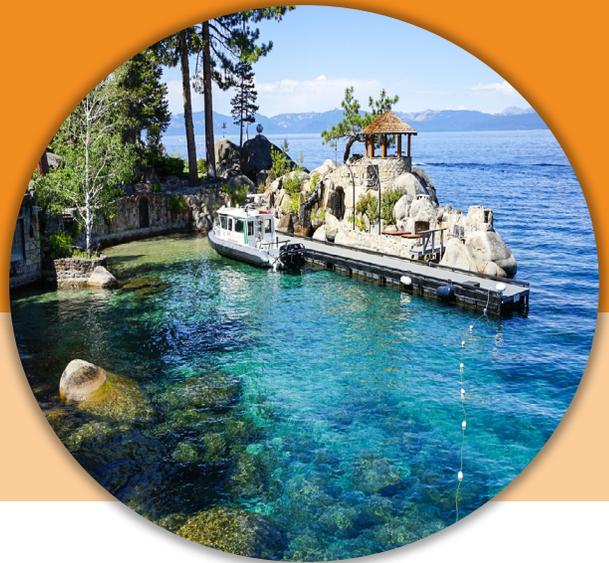
TNTNV ROLES AND RESPONSIBILITIES:

Certain accounting functions will be maintained by the DO and include:

- Accounts Payable – uploading invoices, coding to the appropriate GL code and processing payment
- Expense Reports – ensuring that expense reports are submitted in a timely manner and processed
- Accounts Receivable – manage invoicing, making deposits, collections
- Payroll processing
- Certain month-end duties, as collaboratively determined, including submitting information by deadlines
- Cash handling and management of gift shop to include maintaining the point-of-sale system



Proposed Timeline



OCTOBER

Execution of Letter of Agreement

JANUARY

TNTNV will gather and deliver requested documents for review (complete list will be sent upon execution the LOA). CFObd will begin review of documents and may schedule virtual meetings for clarification. Begin CFO & Accounting Services, establishing reconciliations and ensure data integrity.

FEBRUARY

CFObd will travel to TNTNV's offices to conduct in person interviews and listening sessions with key stakeholders. Ongoing CFO & Accounting Services continue.

MARCH

CFObd to provide a final roadmap and recommendations based on assessment. Ongoing CFO & Accounting Services continue.

Assumptions and Dependencies

KEY REQUIREMENTS FOR ENGAGEMENT SUCCESS

Availability of Key Personnel:

- The success of this engagement is dependent on the timely availability of internal stakeholders, audit staff, and Board members.

Access to Documents:

- Full access to relevant documents, audit reports, and supporting materials will be required to perform a comprehensive review.

Pricing

For the financial assessment, implementation and CFO Services, we recommend a combined monthly fee of \$5,550 for January, February and March.

For the CFO Services, we recommend a monthly retainer of \$3,550 beginning in April 2026.

Invoices are issued at the end of the month and payment within 15 days is appreciated.

Travel expenses will be billed at cost for all hard costs (standard airfare, ground transportation, hotel, etc.), and a per diem of \$75/day will be charged for meals and incidentals. We anticipate three team members traveling for 2-3 days for this engagement.

Case Studies

Visit San Antonio
Destinations International
Visit Seattle
Visit Austin





Visit San Antonio

TRANSITIONING FROM A CITY DEPARTMENT TO A PRIVATE, 501(c)6 ORGANIZATION

Ongoing CFO support to include quality control of financial activity, consultation through start of a public improvement district, continued audit management and strategic consultation on key initiatives.

After an initial assessment to determine needs and priorities, CFObd:

- Researched and sourced accounting software
- Researched and sourced payroll provider
- Developed all financial and board policies
- Developed financial reporting and dashboards
- Migrated financial data from the City to VSA
- Managed a "clean" first year audit with no adjusting entries



Destinations International

TRANSITION OF CEO AND LEADERSHIP TEAM WHILE NAVIGATING FINANCIAL CHALLENGES

CFObd was engaged during the CEO transition to evaluate financial operations providing the board with clarity to allow for informed decision making.

CFObd was subsequently engaged to provide complete outsourced financial services, in addition to accounting services, this engagement included:

- Managing staff transition with legal team
- Consultation on financial implications of legal situations
- Debt reduction plan, including identifying cost savings and developing revenue generation plans
- Correcting financial statements that had been misstated
- Developing and enforcing appropriate financial policies and internal controls
- Developing dashboards to ensure board understanding of finances
- After year one, obtained a “clean” audit with no adjusting entries
- Developing budgets to ensure long-term organizational viability
- Developed internal staffing structure, built job descriptions and assisted in screening, interviewing and hiring in-house accounting staff

Continued engagement to provide quality control and strategic consultation



Visit Seattle

HIRED NEW CEO & CFO RETIREMENT

The assessment provided a foundation and roadmap to implement the necessary system and structural changes to effectively support the financial operations.

Engaged to perform a financial and operational assessment encompassing:

- Financial operations
- Restructuring Financial Statements
- Resource/staff alignment

The results of the assessment led to additional services:

- Converting accounting software and building a financial technology stack
- Restructure and hiring of internal staff
- CFO Services (including board and committee presentations)
- Hiring and onboarding in-house CFO



Visit Austin

LEVERAGING INDUSTRY EXPERTISE TO SUPPLEMENT THE INTERNAL TEAM

CFObd serves as the outsourced CFO for Visit Austin. In this role we work closely with the internal team on all financial aspects of the organization.

This work, along with the work of many in the community, has recently resulted in a positive vote from city council to pursue an expansion of the convention center expansion and formation of a Tourism Public Improvement District.

Like many cities, Austin is the subject of community scrutiny as growth has strained the city. CFObd has been intimately involved in management of community issues, including:

- Meetings and presentations for city council
- Media liaison
- Manage public information requests
- Management of a successful audit by the City
- Management of a successful IRS audit
- Continued "clean" financial audits with no adjusting entries

What They Say...



"When I became CEO of Visit Seattle two years ago, the long-time CFO had already decided she wanted a career change and vacated her position within a couple of months of my arrival. With a background and deep knowledge of DMO finances and operations, CFO by design helped us do a deep dive on our structure, policies, and systems, and came alongside us to develop the foundation necessary to efficiently run our finance department. We now have rebuilt our accounting team, established solid policies, modernized our technology, forged stronger banking relationships, streamlined our financial reporting systems, expanded our team's financial literacy and established confidence of our Board – we could not have done this without the superhero-level support of Julie Hart, and her team at CFO by design." — TAMMY CANAVAN, FCDME, PRESIDENT & CEO, VISIT SEATTLE



"Julie Hart and her team at CFO by design have played an instrumental role in the successful turnaround of Destinations International. Julie's long tenure as the CFO for Visit Austin has translated to understanding the financial responsibilities for our members. Julie continues to be a trusted and valuable resource to myself, our senior management team, and equally important, our Board of Directors and Trustees."

— DON WELSH, PRESIDENT/CEO, DESTINATIONS INTERNATIONAL



"The team at CFO by design is the finance partner that you have been looking for your organization. Not only are they great with the numbers, but they are great with telling your story to your board members, elected officials and community partners. In my 30 years in the DMO world this has been the best financial support team that I have had the pleasure of counting on. Finally, you will also find their fee structure to be a better financial model that having a robust department in house." — TOM NOONAN, PRESIDENT & CEO VISIT AUSTIN



"The team at CFO by design has been invaluable at both Visit San Antonio and Visit Orlando. At Visit San Antonio, Julie and her team assisted in various areas, including sourcing and establishing our accounting system, developing robust policies, consulting and planning, board relations, financial management and even served as the organization's CFO. When I arrived at Visit Orlando, one of my first calls was to the CFObd team. Their assistance was instrumental in ensuring that Visit Orlando operated at its best by streamlining processes, updating policies, and providing guidance on organizational structure to maximize efficiency. The combination of expertise, client service and genuinely caring about your DMO cannot be beat." — CASANDRA MATEJ, PRESIDENT & CEO, VISIT ORLANDO



"Please stop reading this testimonial, pick up the phone and get the CFO by design Team into your destination as quickly as possible. They are experts in the DMO space and will help you read between the lines on things you sense but can't see. They will also help present your financial information in a way that your staff, board and stakeholders can digest and actually use to make decisions. They have YOUR best interest in mind and are relentless in their pursuit of excellence on your behalf. This will be one of the BEST calls you ever make." — BROOK KAUFMAN, PRESIDENT & CEO, VISIT RAPID CITY

References

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CFO by design
www.cfobydesign.com



November/December 2025
Meetings & Conventions Report

TURNED DEFINITE

1. LifeLearn Animal Health - 25-0300- 2025 Feb LL Health Summit - 2/19/26-2/22/26, 101 rooms and 54 people
2. FamilyLife - Weekend to Remember Lake Tahoe Spring 2026 - 4/15/26-4/19/26, 381 rooms and 575 people
3. California Independent Petroleum Association - CIPA 2025 - 6/1/25 - 6/6/25, 312 rooms and 150 people
4. Center for Digital Government - Digital Estates Annual Summit 2026 - 6/7/26-6/11/26, 135 rooms and 50 people
5. Neighborly - 2026-07 Incentive Trip - 7/7/26-7/11/26, 90 rooms and 20 people
6. Southeastern Admiralty Law Institute - SEALI 2026 Fall Business Meeting - 9/23/26-9/26/26, 100 rooms and 55 people
7. Rural Medical Training Collaborative - RMTTC Annual Conference - 4/18/27-4/22/27, 396 rooms and 250 people
8. California Special Districts Association - 2027 General Manager Leadership Summit AND Director Planning Session - 6/25/27-7/1/27, 600 rooms and 300 people

NEW MEETINGS & RFPs DISTRIBUTED

1. U.S. Renal Care - 2026 Legal Team Retreat - 1/11/26-1/15/26, 33 rooms and 16 people
2. Maisons Marques & Domaines - MMDUSA - National Sales Meeting - March 2026 - 3/21/26-3/25/26, 76 rooms and 29 people
3. M&L Pharmaceutical - 2026 ML Pharma Leadership - 4/5/26-4/8/26, 183 rooms and 60 people
4. Toyota - 12895 Sales Manager Incentive Trip TM69446 - 4/5/26-4/8/26, 120 rooms and 95 people
5. Hybridge - Implant Incentive - 4/9/26-4/11/26, 75 rooms and 35 people
6. Expedient - Tech Retreat 2026 - 4/15/26-4/18/26, 75 rooms and 25 people
7. Heartstyles - Peaks Program 2026 - 4/26/26-4/30/26, 90 rooms and 13 people
8. Socure Corporation - User Con 2026 - 4/27/26-4/30/26, 620 rooms and 300 people
9. 38 North Connections, Inc. - Revelation Partners 2026 Offsite - 4/29/26-4/30/26, 38 rooms and 19 people
10. MAD Tours & Events - Travel enterprise corp Lake Tahoe - 5/17/26-5/17/26, 8 rooms and 16 people
11. Center for Digital Government - Digital Estates Annual Summit 2026 - 6/7/26-6/11/26, 135 rooms and 50 people
12. Weeks Group - Retreat - 6/9/26-6/14/26, 200 rooms and 100 people

13. Medasource - 2026 Medasource Rainmaker Retreat - 6/21/26-6/25/26, 126 rooms and 42 people
14. RGA Reinsurance Company - 25-0387 - 2026 July RGA BD Summit - 6/21/26-6/25/26, 162 rooms and 75 people
15. OneHope - Fundraising Retreat - 7/5/26-7/8/26, 80 rooms and 35 people
16. American Society for Metabolic and Bariatric Surgery - ASMBS 2026 Board of Directors Retreat - 8/5/26-8/9/26, 63 rooms and 20 people
17. LM Media Worldwide - Ferretti / Levine 08.07.26 Truckee, CA - 8/6/26-8/7/26, 22 rooms and 10 people
18. Covington Meetings & Events - PFS Summer Promo 2026 - 8/10/26-8/15/26, 50 rooms and 10 people
19. Aflac - CA-N/NV-N Market Convention - 8/16/26-8/19/26, 84 rooms and 42 people
20. Center for Digital Government - CDG - AI Summit - 8/17/26-8/20/26, 68 rooms and 85 people
21. Supercell - Partner Offsite 2026 - 8/17/26-8/23/26, 130 rooms and 75 people
22. Industrial Distributors Co-op - 2026 IDCO Supplier Summit - 8/24/26-8/26/26, 86 rooms and 40 people
23. Insight Direct USA, Inc. - Insight and Cisco 2026 Incentive Trip - 9/23/26-9/27/26, 159 rooms and 100 people
24. Neighborly - Mosquito Joe Owner Summit - 10/2/26-10/8/26, 370 rooms and 90 people
25. Digiday - Media Buying Summit - Oct 2026 - 10/4/26-10/8/26, 334 rooms and 120 people
26. CDW Computer Centers, Inc. - Apple 2026 Incentive Trip - 10/7/26-10/11/26, 171 rooms and 100 people
27. Vizient, Inc. - 2026 CEO Executive Network Forum - 10/10/26-10/17/26, 565 rooms and 200 people
28. Citi - 2026 Citi TMT Leadership Summit - 11/1/26-11/8/26, 607 rooms and 200 people
29. National Commission on Certification of Physician Assistants - 2027 NCCPA Board Meeting - 4/28/27-5/1/27, 116 rooms and 34 people
30. Northwest Public Power Association - NWPPA: 2027 Annual Membership Meeting - 5/15/27-5/20/27, 770 rooms and 350 people
31. Carrier Enterprise - 2027 Southeast Presidents Club - 5/19/27-5/27/27, 161 rooms and 70 people
32. ASSA ABLOY Opening Solutions - Growth Exchange - 5/31/27-6/7/27, 282 rooms and 150 people
33. American College of Osteopathic Family Physicians - 2027 & 2028 Destination CME Meeting - 6/7/27-6/10/27, 400 rooms and 100 people
34. California Special Districts Association - 2027 General Manager Leadership Summit AND Director Planning Session - 6/25/27-7/1/27, 600 rooms and 300 people
35. National Association of Railroad Trial Counsel - Annual Meeting 2027 - 7/17/27-7/20/27, 480 rooms and 160 people
36. ALFA International - Construction Law Practice Group Seminar - July 2027 - 7/20/27-7/25/27, 380 rooms and 178 people
37. The University of California, San Francisco Office of Continuing Medical Education - UCSF Essentials of Primary Care - 7/24/27-7/30/27, 460 rooms and 200 people
38. Preferred Credit, Inc. - Discover Your Paradise 2027 - 8/1/27-8/4/27, 80 rooms and 40 people
39. Golf Course Builders Association of America - 2027 GCBA Summer Meeting - 8/8/27-8/13/27, 360 rooms and 200 people
40. Veterinary Services Inc - 2027 VSI NW Poultry Conference - 9/13/27-9/16/27, 161 rooms and 80 people

41. National Electrical Contractors Association - Midwestern Region Conference -
6/9/28-6/18/28, 1,205 rooms and 350 people
42. Concrete Masonry & Hardscapes Association - OVERFLOW - 2028 CMHA Midyear Meeting -
8/20/28-8/23/28, 50 rooms and 25 people

SITE VISITS & SALES CALLS

- Hosted site visit for Northwest Public Power Association 11/19
- Attended Associations West Seasonal Spectacular 12/16-17
- Attended RSCVA Quarterly DOS Meeting 12/19

CONFERENCE SALES PROJECTS

- Holiday Newsletter distributed to 10,355 meeting planners
- Refresh listing on CaliforniaMeetings.com
- Planning Winter Newsletter

CHICAGO REP EFFORTS

- Attended PCMA Fashion Show 11/11
- Attended Visit California Roadshow in Chicago 11/12
- Attended SITE Holley Trolley 12/2
- Attended Association Forum Holiday Showcase 12/3
- Attended PCMA Holiday Mixer 12/3



November/December 2025
Leisure Tourism Development Report

KEY MEETINGS & PROJECT WORK

- Hosted site visit 11/3-11/4 for VCA Luxury Forum March 22-24 at The Ritz-Carlton, Lake Tahoe, Northstar California, Palisades Tahoe, Gar Woods and North Tahoe Event Center.
- Attended TNTNV Board Meeting 11/12
- Attended Reno Tahoe Territory Meeting 12/3
- Attended Visit California Luxury Forum Planning calls
- Attended Travel Nevada GovCon 12/9-10
- Planning webinar for Spoiled Agent in Canada 1/14

VISA VUE DATA

Domestic Visitor Data January - November

- 2025 - \$327,393,904
- 2024 - \$328,320,857
- 2023 - \$329,910,621

2025 Top 10 cities YTD by spend and YoY % Change

- SF \$89,397,942, -2%
- Sacramento \$39,271,986, -1%
- Reno \$29,069,950, +4%
- San Jose/Sunnyvale/Santa Clara \$22,050,193, -2%
- LA/Long Beach/Anaheim \$15,391,251, 0%
- San Diego \$8,065,485, +4%
- Santa Rosa \$7,685,485, -2%
- Santa Cruz \$4,540,381, -6%
- New York \$4,402,787, +2%
- Vallejo \$3,969,341, +28%

International Visitor Data January - November

- 2025 - \$5,024,025
- 2024 - \$5,618,499
- 2023 - \$5,066,532

2025 Top 10 countries YTD by spend and YoY % Change

- Canada \$657,368, -29%
- UK \$510,183, -4%
- Australia \$454,232, -7%
- Mexico \$385,534, +7%
- China \$331,877, -6%
- France \$283,408, -9%
- Germany \$256,508, -18%
- Brazil \$163,124, +34%%
- New Zealand \$159,531, -7%
- Switzerland \$122,274, -22%



62 ABOVE

— LAKE —
TAHOE
TRAVEL

REPORTING

December 2025

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KEY TAKEAWAYS



PAID MEDIA

CONTINUES TO INTERSECT CONSUMERS AT PLANNING STAGE, MAINTAINING SIMILAR LEVELS AS LAST MONTH



10.29%

CTR on Google Search, a +0.39% increase MoM, showing ads are relevant to user's search queries

CONSUMER PAID MEDIA ACTIVATED ON:

Google Search

Google PMAX

1.6K
LINK CLICKS

Across all activated channels for the meetings campaign with **Meta** delivered by **Meetings Today** driving a strong CTR of 2.24%

147K
IMPRESIONS

Across all activated channels for the meetings campaign with **LinkedIn** reaching a highly qualified audience and **VIA62** delivering cost efficiently

PAID MEDIA

THE MEETINGS CAMPAIGN DELIVERED STRONGER RESULTS WITH LOWER SPEND

MEETINGS PAID MEDIA ACTIVATED ON:

LINKEDIN Meta

VIA62

META VIA MEETINGS TODAY

365
LINK CLICKS

Across all activated channels for the Stewardship campaign with **VIA62** off to a great start delivering in full and driving a CTR of 0.18% in December

161K
IMPRESIONS

Across all activated channels for the stewardship campaign, **establishing early visibility and a strong foundation** for scaled performance next month

PAID MEDIA

DELIVERED EFFECTIVE REACH DESPITE BEING LIVE FOR ONLY ONE WEEK

STEWARDSHIP PAID MEDIA ACTIVATED ON:

Meta

VIA62

SOCIAL MEDIA

CONTINUES TO WIN WITH REAL-TIME CONTENT & TRAVEL PUBLICATION MENTIONS



102% ↑ MoM

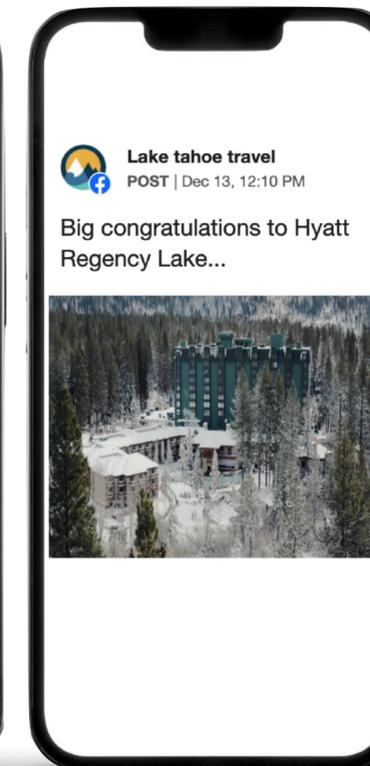
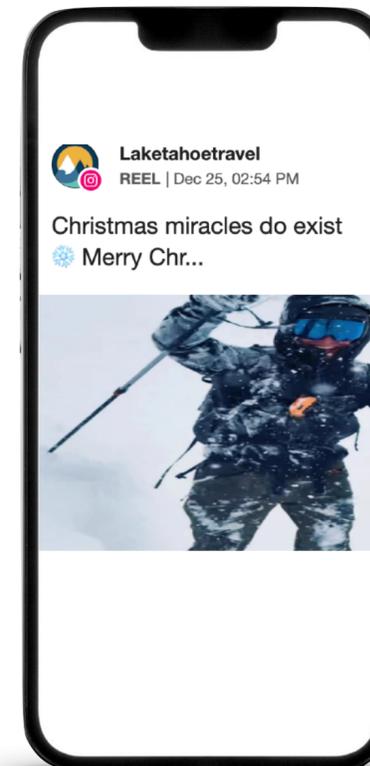
In engagements indicating content is resonating on FB.



196% ↑ MoM

Growth in Video Views from previous month indicating reach and exposure on IG.

Christmas snowfall and Hyatt Conde Nast content contributed to majority of increases.



OPPORTUNITIES

Cross-channel top post was held by the Christmas snowfall which saw 135K views, 4.4K engagements and 125 shares.

NYE Blog post drove 1.28K link clicks on Facebook up 2365% MoM.

Post engagement on Instagram is up 49% MoM related to the content mix on IG. We will continue to explore unique mixes.

11
Stories*

Including
Top Tier
Publications

**Facilitated & Non-Facilitated*

PUBLIC RELATIONS

SPOTLIGHTS LOCAL EVENTS AND UPDATES

ACTIVITIES

Media communication; Tahoe Film Festival, Winter What's New, additional winter updates to national media

Media planning; Strategic planning and research for IMM Trav Media 2026, VCA Luxury Forum media track

Media and influencer FAMs; Activities and lodging booked for **@cassiescompass** January 2026 visit

74K
SESSIONS

Organic Search, Paid Search and Direct channels drove majority of sessions. Top pages were related to winter weather; road conditions, homepage, and web cams.



135% **MoM**

In Organic Search clicks for laketahoetravel.com in Dec.

WEBSITE

**ORGANIC
SEARCH SEE'S
INCREASE IN
ORGANIC
SEARCH RESULTS**

ADDITIONAL WEBSITE TAKEAWAYS

Los Angeles continues to be top city for sessions.

Winter weather related content drives majority of sessions.

Desktop website health remains high, mobile has jumped to high levels with optimizations implemented

Travel North Tahoe Nevada
President/CEO Monthly Report
January 21, 2026

Objective #1: Amplify Our Message

- Executed successful sponsorship with Tahoe Filmfest.
- Working with Alibi Ale Works on Summer Tunes on Taps series.

Objective #2: Maximize Brand Lift

- Incorporated Lake Tahoe Travel brand video in Tahoe Filmfest programming.
- Attended and sponsored Nevada Governor Conference on Tourism.
- Incorporated Lake Tahoe Travel brand elements in stage presentation on GovCon.

Objective #3: Invest In Stewardship

- Coordinated with TTD on East Shore parking lot snow removal for winter season.
- Began effort in new enabling language for BID opportunities.
- Managed media distribution for TART Connect Zone 3 service suspension.
- Finalized Resident Sentiment Research Project for Board presentation.

Objective #4: Leverage Partnerships

- Began coordination with partners in Nevada Freeheel Festival scheduled for March 7th.
- Transitioned Mike Beiro efforts pending his departure from TNTNV.
- Attended Team Tahoe DC Advocacy meeting.

Objective #5: Fine Tune Operations

- Continue with expenses review and reductions to budget.
- Began discussion on next Nevada Legislative Session for BID opportunities.
- Onboarded CFO By Design for accounting services.
- Moved offices to temporary location at 937 Tahoe Blvd.

Travel North Tahoe Nevada
Greg Long
COO Monthly Report
Jan 21, 2025

Objective #1: Amplify Our Message

- Work on design of new backlit displays at Welcome Center
- Website coordination

Objective #2: Maximize Brand Lift

- Manage social channels

Objective #3: Invest In Stewardship

- Communicate to visitors our stewardship principals at Welcome Center

Objective #4: Leverage Partnerships

- Attended Reno Tahoe Territory Meetings
- Attended RSCVA Board Meetings
- Attend RSCVA Stakeholder Meeting
- Attend weekly Co-op Marketing meetings
- Attend Co-op committee meeting
- Continue treasurer duties for RTT
- Met with Thunderbird Preservation

Objective #5: Fine Tune Operations

- Onboarding new financial company
- Coordinate move to temporary location
- End of calendar year inventory
- Manage Visitor Service Staff
- Developed new visitor focused collateral
- Work with architect on building remodel
- Inventory management
- Property maintenance