



**Agenda and Meeting Notice**  
**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
Wednesday, July 6, 2011 – 8:30 am – 11 a.m.  
Tahoe City Public Utility District

**NLTRA Mission**

*“To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”*

**Meeting Ground Rules**

*Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments*

**ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED**

**A. CALL TO ORDER - ESTABLISH QUORUM**

**B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)**

1. Agenda Additions and/or Deletions
2. Approval of Agenda

**C. PUBLIC FORUM**

Any person wishing to address the Board of Directors on items of interest to the Resort Association not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Board on items addressed under Public Forum.

**D. REPORTS & ACTION ITEMS**

3. Funding Request to complete Regional Way Finding Signage Manual and County Permit Process – Ron Treabess (*Motion*) (15 minutes)
4. Reno Airport Opportunities – Krys Bart, Ron Treabess, Jan Colyer (*Motion*) (20 minutes)
5. TOT Budget Submittal – Ron Parson / Alex Mourelatos (10 minutes)
6. NLTRA Budget Proposal – Ron Parson (*Motion*) (15 minutes)
7. Supplemental Operating Procedures and Policies Update for committees – Sandy Evans Hall (*Motion*) (5 minutes)
8. Strategic Plan Discussion – Sandy Evans Hall/Ron McIntyre (45 minutes)
9. Marketing Report - Discussion and Board Direction on North Lake Tahoe Conference Sales Programs - Andy Chapman & Jason Neary (10 minutes)

#### **E. CONSENT CALENDAR – MOTIONS (5 min)**

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

10. Board Meeting Minutes – June 1, 2011
11. Retreat Notes – June 22, 2011
12. Financial Statements – May 2011

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

13. Joint Infrastructure/Transportation Committee – June 27, 2011 **MEETING CANCELLED**
14. Marketing Committee – June 28, 2011
15. Conference Sales Reports
16. Infrastructure/Transportation Activity Report –June 2011
17. Finance Committee –May 31, 2011
18. Chamber of Commerce Committee – June 23, 2011
19. May Chamber of Commerce Business Plan Progress Report
20. Lodging Committee – June 2, 2011

#### **F. CHAMBER OF COMMERCE REPORTS (10 min)**

21. Chamber Committee Recommendation – Alex Mourelatos/ Kali Kopley
22. Chamber Activities and Events

#### **G. DIRECTORS' COMMENTS**

#### **H. MEETING REVIEW AND STAFF DIRECTION**

#### **I. CLOSED SESSION (If necessary)**

At any time during the regular session, the Board of Directors may adjourn to closed session to consider existing litigation, anticipated litigation, liability claims, personnel matters including employee appointment, employment, performance evaluation, or discipline/dismissal/release, or contract negotiation.

23. Personnel Matters

#### **J. RECONVENE TO OPEN SESSION**

24. Closed session report

#### **K. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed July 1, 2011*



July 6, 2011

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Funding Request to Complete the Wayfinding Signage Standards Manual and Placer County Permitting Process

The Project

As a result of discussion at the Joint Infrastructure/Transportation Committee which included some Board members, staff has determined the most effective, efficient, and expedient approach for completion of the Wayfinding Signage Standards Manual. This will involve consolidating materials included in the existing draft Manual, editing for accuracy and redundancy, minor revisions to some of the graphics, and writing some new copy to include the current regulatory procedures that must now be followed by any wayfinding signage applicant. The Manual will then be available to commence demonstration signage and for use by others wishing to undertake signage as part of their projects. Copies of work from the existing Manual will be at the Board meeting.

The needed streamlining of the permitting process, memorandums of agreement with partner agencies, including the documents, applications, and filing fees for County review and approval will be accomplished by NLTRA staff as a separate but parallel project to the Manual. As these pieces are completed, they can be added to the manual as addendums. But until that time the manual can be used as guidelines to develop signs that will be permitted under existing regulatory procedures.

NLTRA staff is now assuming the lead to complete this Manual, the approval of partner agencies, and the documents and tasks necessary for Placer County. Staff will be supported by Wild West Communications Group, a sub-consultant on the original consultant team, which has access to all the original materials and the software programs necessary to edit and revise the document. The Wild West scope of work, timeline, and costs are attached. Their proposal for assisting in the project tasks as defined is not to exceed \$9,175. If approved, this funding would come from undesignated infrastructure funds being held by NLTRA. Some samples of Wild West local sign projects are also attached.

Placer County Review and Approval

Placer County Planning Department has clearly identified the required County applications, application materials, and filing fees necessary for County review and approval. These include:

Pre-Development Meeting	\$ 1,084
Environmental Questionnaire	\$ 6,500
Zoning Text Amendment	<u>\$ 2,906</u>
	\$10,490

The required Environmental Questionnaire has been prepared and is awaiting the approval of these filing fees necessary for submittal. It should be noted that, with the exception of the pre-development fee, the other fees are considered deposits and, while the County says the amounts are probably adequate, the costs could be more once the County is into the project. Any additional costs would be minimum and could be funded with Infrastructure research and planning monies.

The ultimate goal is to establish a mutually acceptable Zoning Text Amendment for the Placer County Sign Ordinance. This would allow for the existence of wayfinding signs by recognizing them as a signage category for North Lake Tahoe. While the County review and Zoning Text Amendment are not required to complete the Manual, they are necessary to actually put wayfinding signage in place.

The other two key agencies are TRPA and Caltrans, both of which have a certain level of overriding approval authority. Their final approval does require completion of the Manual.

Once the Manual is complete and we have received agency buy-in, the next steps will be to move ahead with the specific sitedesign, fabrication, and installation of the 10 sign pilot program in the Lake Forest/Dollar Hill area, and to complete an initial area-wide master wayfinding signage site location plan and determination of responsible construction/maintenance entities.

Requested Action

That the Board of Directors approved and recommend to the Placer County Board of Supervisors, an Infrastructure allocation of up to \$19,765 (\$9,175 for consultant assistance; \$10,490 for County fees) to complete the Wayfinding Signage Standards Manual and Placer County permitting process.



Memo to: Ron Treabess  
From: Lolly Kupec  
Date: June 29, 2011  
Subject: **North Lake Tahoe Wayfinding Signage Standards Manual project completion  
Revised Tasks Outline**

Per our discussion on June 21st, 2011, I am providing a revised project proposal with the goal of streamlining the completion of the Wayfinding Signage Standards Manual in the most effective, efficient and expedient manner with the material created to date as the foundation.

This revised proposal, list of tasks to be completed and estimated budget focuses on the goal of creating a final stage, functioning Wayfinding Signage Design Standards Manual as the end product. Wild West tasks will include consolidating existing materials, editing verbiage for accuracy and redundancy, writing new copy as needed, editing and revising proposed signage drawings as needed, and providing a clearly written permitting outline process that incorporates current regulatory procedures that any future wayfinding signage applicant can follow.

The pursuit of the originally proposed changes in the permitting process will stand as a separate, but parallel project to be accomplished by NLTRA staff. The groundwork for this process has been laid with the preparation of Placer County's required Environmental Questionnaire. NLTRA staff can proceed independently with proposed permitting changes without impeding the completion of the design standards for this Manual. Separating these two major tasks needed for completion of the Manual will provide a more efficient method of operation. Once a revised permitting process is achieved it can be incorporated into the design standards Manual as an addendum.

The following outline itemizes the tasks for the completion of the Wayfinding Signage Standards Manual with estimated budget figures assigned at each step.

#### **1. Manual Content Analysis & Editing**

- Edit content and text of draft Manual supplied to date with the main goal of simplifying and consolidating materials
- Correct written word for content consistency and accuracy
- Remove redundant information to streamline presentation

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L A K E T A H O E

<ul style="list-style-type: none"><li>• Remove permitting process references throughout body copy of manual</li></ul>	\$ 3,600.00
<hr/> <ul style="list-style-type: none"><li>• Streamline quantity of sample sign designs and recommended materials</li><li>• Revise drawings for accuracy, and ease and ability of construction</li></ul>	\$ 1,250.00
<hr/> <ul style="list-style-type: none"><li>• Rewrite permitting process section, identify applicable regulatory agencies and the processes to follow to obtain signage permit applications</li></ul>	\$ 1,700.00
<hr/>	
<b>2. First Draft Revised Manual Review</b>	
<ul style="list-style-type: none"><li>• Submit "final draft proof" to NLTRA; review with staff</li><li>• Make changes, corrections, addition and edits as needed</li><li>• Submit "final revised draft proof" to NLTRA for distribution to participating agencies for review and approval</li><li>• Make changes, corrections, addition and edits as needed; finalize Manual</li></ul>	\$ 650.00
<hr/>	
<b>3. Draft MOU's between participating regulatory agencies: PC, TRPA, CTC, USFS, California SP, Caltrans</b>	
<ul style="list-style-type: none"><li>• Follow through with each agency to completion and/or resolution</li><li>• Follow through with acceptance of MOU from all participants (May or may not be included in Manual content)</li></ul>	\$ 375.00
<hr/>	
<b>3. Publish final Wayfinding Signage Standards Manual</b>	
<ul style="list-style-type: none"><li>• Complete and prepare print-ready Manual artwork</li><li>• Obtain estimates for printing</li></ul>	\$ 1,400.00
<hr/>	
<b>Subtotal for completion of Wayfinding Signage Standards Manual</b>	<b>\$ 8,975.00</b>
<hr/>	
<b>4. Conduct Wayfinding Stakeholders Workshop to present final Manual</b>	
<ul style="list-style-type: none"><li>• Distribute copy of final Manual to all stakeholders in advance of workshop</li><li>• Plan and facilitate live meeting/workshop with all stakeholders</li></ul>	\$ 200.00
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**Total for completion of Wayfinding Signage Standards Manual** **\$ 9,175.00**

- Assumes reasonable participation from stakeholders (time spent)
- Does not include printing costs or postage for material distribution

### Project Timeline

The following is an estimated schedule for the completion of Wayfinding Signage Standards Manual.

- From acceptance of proposal to completion of Task #1 6-8 weeks
- From submittal of draft proof (Tasks #2) to acceptance of MOUs 4-6 weeks  
(Assumes reasonable participation from stakeholders; May include meeting(s) with Caltrans regional representative\*)
- Prepare final print-ready Manual 1 week
- Stakeholders workshop As scheduled

### Payment Terms

Wild West respectfully requests payments to be made in three installments as follows:

Initial deposit of 1/3 upon acceptance of proposal	(\$2,975)
1/3 Progress payment after completion of Task #1	(\$2,975)
Balance due upon completion of project Tasks #2 and #3	(\$3,025)
Task #4 will be billed upon completion	

\*There would be no additional fee(s) for meeting with Caltrans in Tahoe City. Travel time and out-of-pocket expenses may be incurred if meeting outside of the Basin.

Thank you for the opportunity to submit this proposal. Please feel free to call with any questions or suggestions. We look forward to the final completion of the North Lake Tahoe Wayfinding Signage Standards Manual project.

Sincerely,

Lolly Kupec  
Principal



Memo to: Ron Treabess  
From: Lolly Kupec  
Date: June 29, 2011  
Subject: **Addendum to Memo**  
**North Lake Tahoe Wayfinding Signage Standards Manual project completion**  
**Completed Wild West Signage Projects**

Per our discussion on June 21st, 2011, I am providing a partial list and photo packet of completed signage projects for your reference. This list is just a sampling of projects we have designed at Wild West. The list is compiled from most recent to oldest.

Client: TRPA, Lake Tahoe EIP, Tahoe Basin Gateway Signage Design  
Status: Final phase of design completion; RFP for construction to be released July 2011

Client: Placer County, Tahoe City Entrance Signs  
Status: Two signs installed along Hwy 89S River Rd and Hwy 89N West Lake Blvd

Client: Tahoe City Public Utility District, Multi-Use Trail System Signage Design  
Status: Signs in process of installation along trail system summer 2011; completed installation at Commons Beach

Client: Tahoe City Public Utility District, Heritage Plaza Sign Design  
Status: Sign installed summer 2010

Client: Placer County, Jack Pine Parking Lot Signage  
Status: Signage constructed and installed 2006

Client: California Tahoe Conservancy, Kings Beach Regional Beach  
Status: Sign installed upon completion of beach remodel, spring 2004

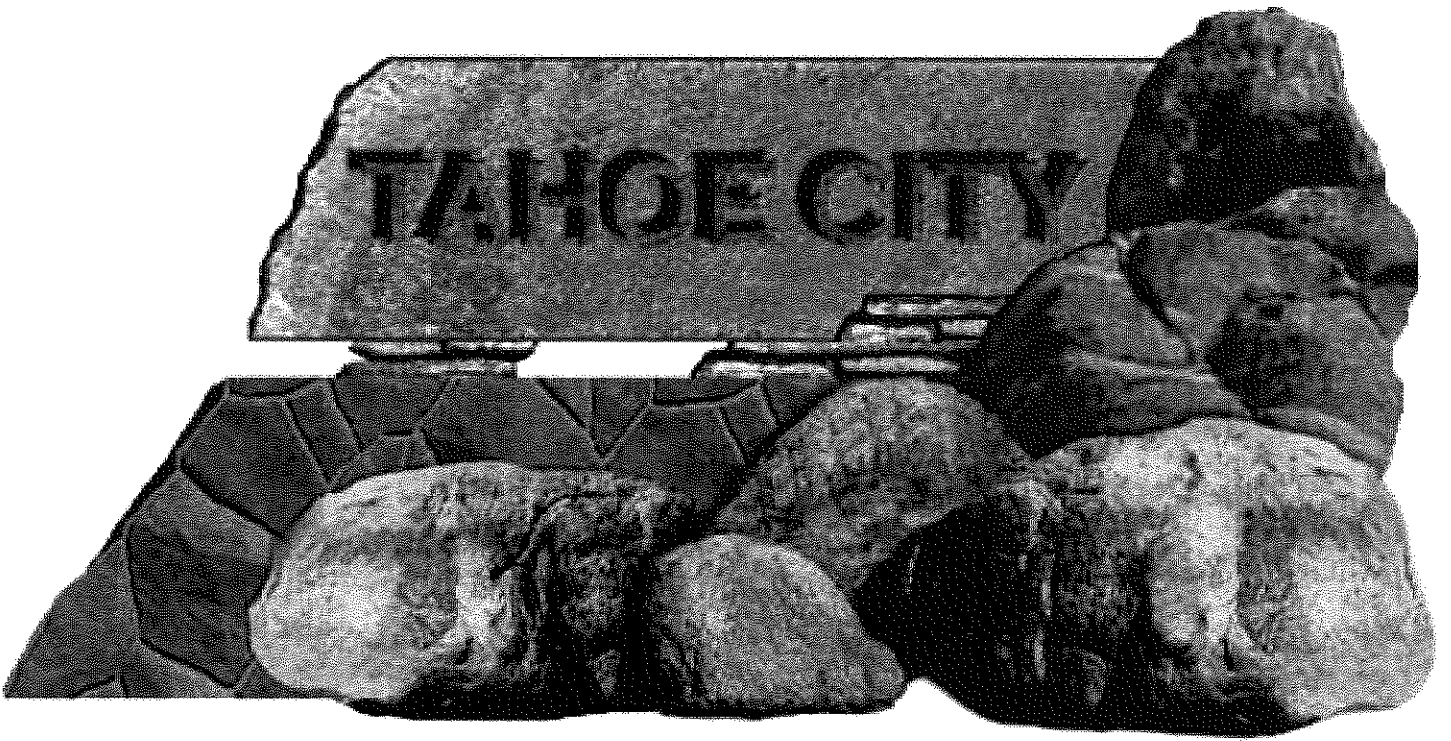
Client: Bob Bell, Bell property signage at the Tahoe City wye, Dam Cafe signage  
Status: Signage complete, 2003

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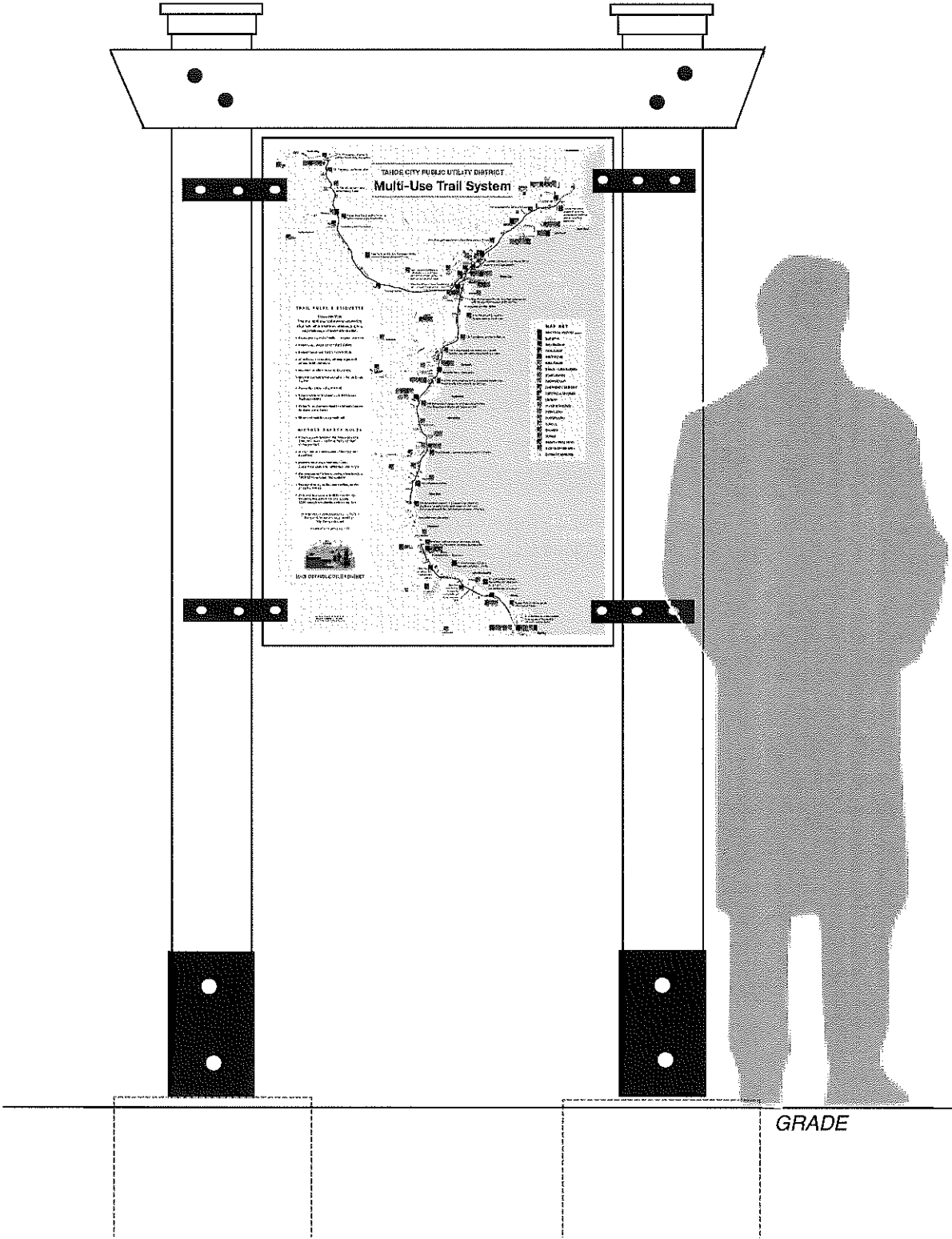


TRPA, Lake Tahoe EIP  
Gateway sign design  
Luther Pass



Placer County  
Tahoe City Gateway sign design

# Bike Trail Signage Structure Design





July 6, 2011

To: Board of Directors

From: Management Staff

Re: Funding Request to Move Forward with Establishing a North Lake Tahoe Welcoming Center at the Reno Tahoe International Airport

The Status

At the Board retreat on June 22<sup>nd</sup>, direction was given to staff to explore expediently securing a contract with the Reno Tahoe Intl Airport to lease a now available 424 square foot space in the baggage claim area. This would be used to provide a North Lake Tahoe Welcoming Center and the North Lake Tahoe Express ticketing counter in a high visibility location in one of the busiest areas of the airport. As of this writing, we are awaiting the arrival of a draft contract from the airport which, after review, staff will present at the July 6<sup>th</sup> Board meeting. In the meantime, staff is analyzing the potential costs for the exhibit/information design, construction, and installation, as well as a shared operational plan when being fully used for welcoming and ticketing. A model or template type facility that could provide some guidance for this proposal is the "Explore Tahoe" facility located in Heavenly Village at South Lake Tahoe. We anticipate that to get this facility up and running as quickly as efficiently possible, would entail exhibitry created from the professional materials now available, and, probably having the NLTE ticket counter remain in its current location until the RFP process is complete with the selection of a provider for the airport shuttle service. The full operation, with both functions in place would be ready for the coming winter peak season.

The annual NLTRA costs would include:

Lease	\$41,000	
Staffing	\$22,000	
(peak seasons/12 hr. days)		
Maintenance/Supplies	\$ 6,000	
Exhibit Planning/Install	\$23,000	(first year Infrastructure funding)
Minus any offsetting funding		

Immediate funding sources, in addition to the Infrastructure funds, would come, proportionally from Marketing/Visitor Information, and the NLTE Transportation budget. These funds, of course, would be used only to promote the Placer County portion of North Lake Tahoe. There are opportunities to develop other funding partners within Placer County who would receive benefit from this facility and the NLTE. Any partners

outside of the Placer County portion of greater North Lake Tahoe would need to be equitable funding partners. Staff will have additional information available at the Board meeting.

The Request

That pending further review and discussion of the draft contract lease and other materials presented at the July 6<sup>th</sup> meeting, the Board approve entering into a lease agreement with the Reno Tahoe Intl. Airport for the purpose of establishing a North Lake Tahoe Welcoming Center at the airport. In addition, the Board approve and recommend to the Board of Supervisors, an Infrastructure allocation of up to \$23,000 for exhibit planning, construction and installation, and that the remaining necessary funding of \$69,000 be provided, minus any offsetting funding by others, by additions to the FY-2011/12 NLTRA marketing and transportation budgets. All of the actions taken by the Board will be presented to the NLTRA committees for informational purposes.

FY 2011-2012 TAHOE TOT PROPOSED BUDGET  
ATTACHMENT C

	MARKETING		VISITOR SUPPORT SERVICES		TAHOE CAPITAL IMPROVEMENTS		Total	Total
	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011
<b>RESORT ASSOCIATION CONTRACT:</b>								
Personnel/Overhead - Direct Costs	620,000	511,000	95,200	77,000	101,000	83,000	816,200	671,000
G & A-Indirect Costs	262,000	309,000	36,500	35,000	41,000	38,000	339,500	382,000
Research and Planning			30,000	40,000	22,000	35,000	52,000	75,000
Membership			5,000	5,000	-	-	5,000	5,000
Maintenance of Tourism Serving Facilities			403,500	359,000	150,000	-	150,000	-
Transit Programs-non County			49,000	41,000			49,000	359,000
Traffic Management Program			100,000	100,000			100,000	100,000
Snow Removal			441,000	449,100			441,000	449,100
Transit Program TART Peak Season					1,071,002	1,381,590		
Capital Improvements-Requires BOS							1,071,002	1,381,590
Direct Marketing/Programs	1,413,809	1,416,719					1,413,809	1,416,719
Placer Co Film	56,600	56,600					56,600	56,600
Community Marketing Fund	60,000	50,000					60,000	50,000
Special Events Marketing Fund	50,000	50,000					50,000	50,000
Contract Services Welcome Center	40,000	40,000					40,000	40,000
Community Survey		15,000						15,000
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,502,409</b>	<b>2,448,319</b>	<b>1,160,200</b>	<b>1,106,100</b>	<b>1,385,002</b>	<b>1,537,590</b>	<b>5,047,511</b>	<b>5,092,009</b>
<b>COUNTY SERVICES:</b>								
Sheriff Patrol			50,685	50,685			50,685	50,685
Animal Control			45,000	45,000			45,000	45,000
NTPUD- Beach Maint.					77,798	77,798	77,798	77,798
TCPUD- Beach Maint.					67,505	67,505	67,505	67,505
Facilities Dept.- Beach/Park Maint.					50,484	50,484	50,484	50,484
% Share Misc. Administration	32,391	32,391	5,483	8,483	36,246	36,246	74,120	77,120
<b>SUBTOTAL - BASECOUNTRY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>101,168</b>	<b>104,168</b>	<b>232,033</b>	<b>232,033</b>	<b>365,592</b>	<b>368,592</b>
TART Baseline			310,022	464,800			310,022	464,800
Supplemental Dental Clinic					153,410	230,000	153,410	230,000
Supplemental Sheriff Dept.					63,365	95,000	63,365	95,000
<b>TOTAL COUNTY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>411,190</b>	<b>568,968</b>	<b>448,808</b>	<b>557,033</b>	<b>892,389</b>	<b>1,158,392</b>
<b>TOTAL FUNDING USES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,500</b>	<b>6,250,401</b>
<b>HOTEL/MOTEL TAX REVENUE:</b>								
<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>2,242,800</b>	<b>2,041,200</b>	<b>587,400</b>	<b>534,600</b>	<b>2,509,800</b>	<b>2,284,200</b>	<b>5,340,000</b>	<b>4,860,000</b>
Flex funding from Infrastructure (Welcome Center)	40,000	40,000			(40,000)	(40,000)		
Flex funding from Infrastructure (county-approved transit services)			917,990	1,088,151	(917,990)	(1,088,151)		
Fund Balance Carryover	252,000	399,510	66,000	52,317	282,000	938,574	600,000	1,390,401
<b>TOTAL FUNDING SOURCES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,000</b>	<b>6,250,401</b>

**North Lake Tahoe Resort Association**  
**Assumptions for the Proposed 2011-2012 Budget**  
**Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**Consolidated**

**Revenues**

- Placer County Payments: For the 2011-2012 year, funding from Placer County is based on the proposed **\$5,340,000** Budget, 60% of \$8,900,000. In addition there is \$600,000 of 2010-2011 estimated Fund Balance Carryover. The total amount to NLTRA would be \$5,047,611 reduced by the Transit Programs-TART of \$441,000 and Infrastructure funds held by Placer County of \$1,071,002. In addition, Infrastructure funds would come to NLTRA to cover current year Infrastructure funds expended, coming out of Infrastructure funds held by Placer County from previous years.

The funding is split is \$2,502,409 for Marketing, \$719,200 for Transportation Services and \$314,000 for Infrastructure administration, research and planning, and maintenance of tourism serving facilities for a total of \$3,535,609 to make up the monthly payment schedule. In addition there is an estimated \$2,073,500 of Infrastructure projects/funding for a total of Placer County Payments to NLTRA of \$5,609,105.

Marketing includes an additional \$40,000 flex funding from Infrastructure and \$252,000 of 2010-2011 Fund Balance Carryover. Transportation includes flex funding from Infrastructure of \$917,990 and \$66,000 of 2010-2011 Fund Balance Carryover.

**Expenses**

- Salary/Benefits: Increase of 23%. \$236,000 overall. This includes three new positions beginning in the fall: CEO, Conference Sales, and Visitor information.
- Operational and Program expenditures are reviewed in the departmental discussion below. All other expense variances are minimal.

**Marketing**

**Revenues**

- Placer County Payments: Decrease of 6%, (\$120,000). Marketing TOT shifted to Conference and Visitor Information.

**Expenses**

- Marketing Research: Increase of \$40,000 for ad awareness studies, focus groups and brand review.
- Programs: Increase of 5%, \$10,000 for a total funding of \$207,000. This includes funding of \$110,000 for community marketing programs, \$57,000 for Placer County Film and \$40,000 for the Auburn Welcome Center.
- Special Events: Decrease of 40%, (\$73,000), for a total funding of (\$109,000). This includes funding for possible Amgen Tour of California Stage.
- Miscellaneous Marketing Programs: Increase of 52%, \$55,000 for a total funding of \$161,000. This includes High Notes Campaign, Late Summer Fall Event Program and resources for a new initiative execution.
- Marketing Cooperative/ Media: Decrease of 8%, (\$65,000) to the Marketing Cooperative.
- Reserve: Increase of \$29,000 to fund Marketing Reserve requirement.

**North Lake Tahoe Resort Association**  
**Assumptions for the Proposed 2011-2012 Budget**  
**Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**Conference**

**Revenues**

- Placer County Payments: Increase of 18%, \$56,000.

**Expenses**

- Salary/Benefits: Increase of 30%, \$44,000 for new sales position for Conference.
- Marketing Cooperative/ Media: Decrease of 16%, (\$36,000) to the Marketing Cooperative.

**Visitor Support/Transportation**

**Revenues**

- Placer County Funding: Decrease of 34%, (\$378,000) based on approved transportation project request less funds held by Placer County for TART services. The TART services are not part of our monthly payment schedule and are recorded to revenue and expenses when they are incurred.

**Expenses**

- Transportation Projects: Decrease of 34%, (\$386,000) based on approved transportation project request.

**Visitor Information**

**Revenues**

- Placer County Funding: Increase of 82%, \$118,000.
- Miscellaneous: Increase of \$20,000 for partner funding for the Reno Tahoe International Airport Welcoming Center.

**Expenses**

- Salary/Benefits: Increase 23%, \$27,000 for staffing starting in the fall for the RTIA Welcoming Center.
- Rent: Increase \$18,000 for the RTIA Welcoming Center.
- Miscellaneous Programs: Increase \$40,000 for program expenses for the RTIA Welcoming Center.

**Chamber of Commerce**

**Revenues**

- Member Dues: Increase 10%, \$11,000 for additional members and a 3% adjustment in annual dues.
- Membership Events: Decrease 15% (\$12,000) for changing the directory from printed to online.
- Commissions: Increase \$5,000 for revenue from membership enhancements.

**Expenses**

- Membership Events: Decrease 10% for cost savings from changing from print to online products.



**North Lake Tahoe Resort Association  
Assumptions for the Proposed 2011-2012 Budget  
Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**General & Administration**

**Expenses**

- Salary/Benefits: Increase 38%, \$93,000 for staffing starting in the fall for a new position and a full year with our new Executive Director.
  
- Board Functions: Decrease 89%, (\$64,000) since prior year required Executive Director search expenses.

**Infrastructure**

**Revenue**

- Placer County Payments: Increase of 304%, (\$1,797,000). The NLTRA budget contains revenue and expenditure for projects of \$2,223,000.

**Expenses**

- Research and Planning: Decrease of 37%, (\$13,000).
- Projects Infrastructure: Increase of 336%, (\$1,714,000) with estimated project expenditure of \$2,223,000. The recognized revenue matches the expense.

FY 2011-2012 TAHOE TOT PROPOSED BUDGET  
ATTACHMENT C

	MARKETING		VISITOR SUPPORT SERVICES		TAHOE CAPITAL IMPROVEMENTS		Total	
	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011
<b>RESORT ASSOCIATION CONTRACT:</b>								
Personnel/Overhead - Direct Costs	620,000	511,000	95,200	77,000	101,000	83,000	816,200	671,000
G & A-Indirect Costs	262,000	309,000	36,500	35,000	41,000	38,000	339,500	382,000
Research and Planning			30,000	40,000	22,000	35,000	52,000	75,000
Membership			5,000	5,000			5,000	5,000
Maintenance of Tourism Serving Facilities					150,000		150,000	
Transit Programs-non County			403,500	359,000			403,500	359,000
Traffic Management Program			49,000	41,000			49,000	41,000
Snow Removal			100,000	100,000			100,000	100,000
Transit Program TART Peak Season			441,000	449,100			441,000	449,100
Capital Improvements-Requires BOS					1,071,002	1,381,590	1,071,002	1,381,590
Direct Marketing/Programs	1,413,809	1,416,719					1,413,809	1,416,719
Placer Co Film	56,600	56,600					56,600	56,600
Community Marketing Fund	60,000	50,000					60,000	50,000
Special Events Marketing Fund	50,000	50,000					50,000	50,000
Contract Services Welcome Center	40,000	40,000					40,000	40,000
Community Survey	15,000							15,000
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,502,409</b>	<b>2,448,319</b>	<b>1,160,200</b>	<b>1,106,100</b>	<b>1,385,002</b>	<b>1,537,590</b>	<b>5,047,811</b>	<b>5,092,009</b>
<b>COUNTY SERVICES:</b>								
Sheriff Patrol			50,685	50,685			50,685	50,685
Animal Control			45,000	45,000			45,000	45,000
NTPUD- Beach Maint.					77,798	77,798	77,798	77,798
TCPUD- Beach Maint.					67,505	67,505	67,505	67,505
Facilities Dept.- Beach/Park Maint.					50,484	50,484	50,484	50,484
% Share Misc. Administration	32,391	32,391	5,483	8,483	36,246	36,246	74,120	77,120
<b>SUBTOTAL - BASECOUNTRY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>101,168</b>	<b>104,168</b>	<b>232,033</b>	<b>232,033</b>	<b>365,592</b>	<b>368,592</b>
<b>TART Baseline</b>								
Supplemental Dental Clinic			310,022	464,800			310,022	464,800
Supplemental Sheriff Dept.					153,410	230,000	153,410	230,000
<b>TOTAL COUNTY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>411,190</b>	<b>568,968</b>	<b>448,808</b>	<b>557,033</b>	<b>892,389</b>	<b>1,158,392</b>
<b>TOTAL FUNDING USES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,000</b>	<b>6,250,401</b>
<b>HOTEL/MOTEL TAX REVENUE:</b>								
<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>2,242,800</b>	<b>2,041,200</b>	<b>587,400</b>	<b>534,600</b>	<b>2,509,800</b>	<b>2,284,200</b>	<b>5,340,000</b>	<b>4,860,000</b>
Flex funding from Infrastructure (Welcome Center)	40,000	40,000			(40,000)	(40,000)		
Flex funding from Infrastructure (county-approved transit services)			917,990	1,088,151	(917,990)	(1,088,151)		
Fund Balance Carryover	252,000	399,510	66,000	52,317	282,000	938,574	600,000	1,390,401
<b>TOTAL FUNDING SOURCES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,000</b>	<b>6,250,401</b>

**North Lake Tahoe Resort Association**  
**Department Detail Activity Report-REVISED BUDGET**  
**For the Twelve Months Ending June 30, 2012**

	General	Marketing	Conference	Visitor Support & Transportation	Visitor Information	Chamber of Commerce	FY 11/12	Infrastructure	FY 11/12
	& Administration						SubTotal		Total BUDGET
<b>Unrestricted Support (Non TOT Revenue)</b>									
Member Dues	0	0	8,136	0	0	117,768	125,904	0	125,904
Special Events/Functions	0	75,000	0	0	0	62,760	137,760	0	137,760
Retail Sales	0	0	0	0	19,400	0	19,400	0	19,400
Comm/Booking	0	11,500	130,000	0	0	5,000	146,500	0	146,500
Interest	2,520	0	0	0	0	0	2,520	1,220	3,740
Grants	0	0	0	0	0	10,000	10,000	0	10,000
Misc	0	0	0	0	20,000	0	20,000	0	20,000
<b>Total Unrestricted Supp</b>	<b>2,520</b>	<b>86,500</b>	<b>138,136</b>	<b>0</b>	<b>39,400</b>	<b>195,528</b>	<b>462,084</b>	<b>1,220</b>	<b>463,304</b>
<b>County Funding</b>									
Placer County Payments	0	1,622,409	366,000	719,200	262,000	0	2,969,609	2,387,496	5,357,105
Fund Balance Carryover	0	252,000	0	0	0	0	252,000	0	252,000
<b>Total County Funding</b>	<b>0</b>	<b>1,874,409</b>	<b>366,000</b>	<b>719,200</b>	<b>262,000</b>	<b>0</b>	<b>3,221,609</b>	<b>2,387,496</b>	<b>5,609,105</b>
<b>Total Support</b>	<b>2,520</b>	<b>1,960,909</b>	<b>504,136</b>	<b>719,200</b>	<b>301,400</b>	<b>195,528</b>	<b>3,683,693</b>	<b>2,388,716</b>	<b>6,072,409</b>
<b>Functional Expenses</b>									
Salary	267,600	258,126	139,817	72,040	106,440	73,000	917,023	72,040	989,063
Incentives	0	0	10,400	0	0	0	10,400	0	10,400
PR Tax	21,676	20,908	12,168	3,383	8,622	5,913	72,669	7,815	80,483
Health Ins	30,000	32,160	19,600	0	21,156	5,750	108,666	1,620	110,286
Workers Comp	1,500	1,200	665	432	480	366	4,643	432	5,075
401K	16,056	12,000	9,013	2,400	4,740	3,698	47,907	2,400	50,307
<b>Subtotal Salary/Benefits</b>	<b>336,832</b>	<b>324,394</b>	<b>191,663</b>	<b>78,255</b>	<b>141,438</b>	<b>88,727</b>	<b>1,161,308</b>	<b>84,307</b>	<b>1,245,614</b>
Rent/Util/R&M/Cleaning	25,200	24,600	12,600	9,000	23,857	8,880	104,137	9,000	113,137
Telephone	3,900	8,400	3,000	1,800	1,200	1,800	20,100	1,920	22,020
Internet	0	360	0	0	0	0	360	0	360
Mail	720	1,020	480	0	180	903	3,303	12	3,315
Insurance/Bonding	1,200	1,140	600	360	588	360	4,248	360	4,608
Supplies	2,640	3,480	1,800	600	7,320	960	16,800	600	17,400
Depreciation	3,360	3,360	1,800	960	1,680	960	12,120	960	13,080
Equip/Support/Maint	4,080	1,800	1,200	600	1,800	720	10,200	600	10,800
Taxes/Licenses	343	233	121	74	206	74	1,051	74	1,125
Equip/Rent/Leasing	2,300	2,000	1,600	1,400	3,840	2,584	13,724	1,320	15,044
Training Seminars	2,400	4,000	0	0	0	504	6,904	0	6,904
Professional Fees Attorneys	2,400	0	0	0	0	0	2,400	0	2,400
Prof Fees Accountant	20,500	0	0	0	0	0	20,500	0	20,500
Research Planning Trans	0	0	0	35,000	0	0	35,000	0	35,000
Research Planning Infra	0	0	0	0	0	0	0	22,000	22,000
Projects Transportation	0	0	0	552,500	0	0	552,500	0	552,500
Projects Infrastructure	0	0	0	0	0	0	0	2,223,500	2,223,500
Marketing Research	0	40,000	0	0	0	0	40,000	0	40,000
Community Marketing Programs	0	206,600	0	0	0	0	206,600	0	206,600
AFW	0	75,000	0	0	0	0	75,000	0	75,000
Special Event	0	109,000	0	0	0	0	109,000	0	109,000
Membership Events/Functions	0	0	0	0	0	44,082	44,082	0	44,082
Promo/Giveaways	0	0	0	0	0	0	0	0	0
Public Relations/Website	0	0	0	0	0	4,200	4,200	0	4,200
Miscellaneous Programs	0	161,055	0	0	40,000	0	201,055	0	201,055
Marketing Cooperative/Media	0	792,000	192,000	0	0	0	984,000	0	984,000
Conference-PUD	0	0	12,500	0	0	0	12,500	0	12,500
Cost of Goods	0	0	0	0	12,020	0	12,020	0	12,020
Associate Relations	1,145	954	492	326	530	320	3,767	315	4,082
Board Functions	7,800	0	0	0	0	0	7,800	0	7,800
Credit Card Fees	0	3,200	0	0	513	666	4,379	0	4,379
Auto	716	780	180	897	60	1,440	4,073	841	4,914
Local Meals/ Ent	600	2,400	0	0	60	600	3,660	55	3,715
Dues Publication	1,200	8,841	1,420	72	0	1,244	12,777	72	12,849
Travel	1,020	5,200	0	0	0	504	6,724	0	6,724
Contingency Reserve/TOT Allocated	0	28,584	0	0	0	0	28,584	0	28,584
	(415,836)	152,508	82,680	37,356	66,108	36,000	(41,184)	42,780	1,596
<b>Total Functional Expense</b>	<b>2,520</b>	<b>1,960,909</b>	<b>504,136</b>	<b>719,200</b>	<b>301,400</b>	<b>195,528</b>	<b>3,683,692</b>	<b>2,388,716</b>	<b>6,072,407</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Consolidated</b>	FYE 6/30/2012	FYE 6/30/2011	Revised Budget to Original Budget		FYE 06/30/10
			Variance	Variance	
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	125,904	115,027	10,877	9.46%	134,602
Special Events/Functions	137,760	154,689	(16,929)	-10.94%	122,107
Retail Sales	19,400	24,826	(5,426)	-21.86%	9,104
Comm/Booking	146,500	130,424	16,076	12.33%	118,198
Interest	3,740	3,309	431	13.03%	4,474
Grants	10,000		10,000	-	
Miscellaneous	20,000	4,449	15,551	349.54%	0
<b>Total Unrestricted Supp</b>	<b>463,304</b>	<b>432,724</b>	<b>30,580</b>	<b>7.07%</b>	<b>388,485</b>
<b>County Funding</b>					
Placer County Payments	5,357,105	4,136,627	1,220,478	29.50%	4,186,553
Fund Balance Carryover	252,000	0	252,000	-	0
<b>Total County Funding</b>	<b>5,609,105</b>	<b>4,136,627</b>	<b>1,472,478</b>	<b>35.60%</b>	<b>4,186,553</b>
<b>Total Support</b>	<b>6,072,409</b>	<b>4,569,351</b>	<b>1,503,058</b>	<b>32.89%</b>	<b>4,575,038</b>
<b>Functional Expenses</b>					
Salary	989,063	788,150	200,913	25.49%	896,688
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	80,483	64,631	15,852	24.53%	74,270
Health Ins	110,286	89,301	20,985	23.50%	85,604
Workers Comp	5,075	5,866	(791)	-13.48%	4,078
401K	50,307	43,644	6,663	15.27%	49,327
<b>Subtotal Salary/Benefits</b>	<b>1,245,614</b>	<b>1,009,592</b>	<b>236,022</b>	<b>23.38%</b>	<b>1,127,967</b>
Rent/Util/R&M/Cleaning	113,137	93,757	19,380	20.67%	93,607
Telephone	22,020	22,623	(603)	-2.67%	26,294
Internet	360	290	70	24.14%	435
Mail	3,315	3,201	114	3.56%	3,193
Insurance/Bonding	4,608	4,587	21	0.46%	5,359
Supplies	17,400	10,964	6,436	58.70%	12,318
Depreciation	13,080	18,804	(5,724)	-30.44%	19,068
Equip/Support/Maint	10,800	10,061	739	7.35%	13,964
Taxes/Licenses	1,125	1,015	110	10.84%	2,575
Equip/Rent/Leasing	15,044	15,002	42	0.28%	13,531
Training Seminars	6,904	702	6,202	883.48%	2,932
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Transportation	552,500	938,174	(385,674)	-41.11%	957,048
Project Infrastructure	2,223,500	509,728	1,713,772	336.21%	795,594
Marketing Research	40,000	0	40,000	-	0
Programs	206,600	196,824	9,776	4.97%	161,217
AFW	75,000	79,024	(4,024)	-5.09%	75,795
Special Event	109,000	181,563	(72,563)	-39.97%	42,894
Membership Events/Newsletter	44,082	49,075	(4,993)	-10.17%	33,815
Promo/Giveaways	0	0	0	-	651
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835

Misc Direct Programing	201,055	105,871	95,184	89.91%	65,165
Marketing Cooperative/Media	984,000	1,085,712	(101,712)	-9.37%	961,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Cost of Goods	12,020	18,660	(6,640)	-35.58%	5,358
Associate Relations	4,082	3,895	187	4.80%	6,807
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Credit Card Fees	4,379	4,319	60	1.39%	7,991
Auto	4,914	5,229	(315)	-6.02%	6,324
Local Meals/ Ent	3,715	4,226	(511)	-12.09%	6,350
Dues Publication	12,849	5,290	7,559	142.89%	4,988
Travel	6,724	4,994	1,730	34.64%	6,219
Reserve	28,584	70,000	(41,416)	-59.17%	0
Bad Debt	0	0	0	-	2,220
Allocated	1,596	0	1,596	-	0
<b>Total Functional Expense</b>	<b>6,072,407</b>	<b>4,645,242</b>	<b>1,427,165</b>	<b>30.72%</b>	<b>4,589,503</b>
<b>Change in Net Assets</b>	<b>2</b>	<b>(75,891)</b>	<b>75,893</b>	<b>-100.00%</b>	<b>(14,465)</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Conference</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	<b>Budget</b>	<b>Forecast</b>	<b>\$</b>	<b>%</b>	<b>Actual</b>
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	8,136	8,200	(64)	-0.78%	8,689
Comm/Booking	130,000	119,911	10,089	8.41%	83,134
<b>Total Unrestricted Supp</b>	<b>138,136</b>	<b>128,111</b>	<b>10,025</b>	<b>7.83%</b>	<b>91,823</b>
<b>County Funding</b>					
Placer County Payments	366,000	310,004	55,996	18.06%	310,000
Fund Balance Carryover					
<b>Total County Funding</b>	<b>366,000</b>	<b>310,004</b>	<b>55,996</b>	<b>18.06%</b>	<b>310,000</b>
<b>Total Support</b>	<b>504,136</b>	<b>438,115</b>	<b>66,021</b>	<b>15.07%</b>	<b>401,823</b>
<b>Functional Expenses</b>					
Salary	139,817	98,921	40,896	41.34%	93,920
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	12,168	9,174	2,994	32.63%	9,454
Health Ins	19,600	14,390	5,210	36.21%	12,979
Workers Comp	665	762	(97)	-12.73%	530
401K	9,013	6,757	2,256	33.39%	6,836
<b>Subtotal Salary/Benefits</b>	<b>191,663</b>	<b>148,004</b>	<b>43,659</b>	<b>29.50%</b>	<b>141,719</b>
Rent/Util/R&M/Cleaning	12,600	12,494	106	0.85%	12,523
Telephone	3,000	3,211	(211)	-6.57%	3,760
Mail	480	415	65	15.66%	946
Insurance/Bonding	600	596	4	0.67%	697
Supplies	1,800	2,082	(282)	-13.54%	1,713
Depreciation	1,800	2,520	(720)	-28.57%	2,553
Equip/Support/Maint	1,200	1,411	(211)	-14.95%	1,025
Taxes/Licenses	121	121	0	0.00%	162
Equip/Rent/Leasing	1,600	1,616	(16)	-0.99%	1,441
Marketing Cooperative/Media	192,000	228,428	(36,428)	-15.95%	199,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Associate Relations	492	510	(18)	-3.53%	922
Auto	180	203	(23)	-11.33%	183
Local Meals/ Ent	0	120	(120)	-100.00%	141
Dues Publication	1,420	1,865	(445)	-23.86%	1,335
Bad Debt	0	0	0	-	2,220
Allocated	82,680	55,920	26,760	47.85%	67,200
<b>Total Functional Expense</b>	<b>504,136</b>	<b>474,516</b>	<b>29,620</b>	<b>6.24%</b>	<b>453,163</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(36,401)</b>	<b>36,401</b>	<b>-100.00%</b>	<b>(51,340)</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Visitor Support &amp; Transportation</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Grants	0	0	0	-	
Misc	0	0	0	-	0
<b>Total Unrestricted Supp</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>County Funding</b>					
Placer County Payments	719,200	1,097,459	(378,259)	-34.47%	1,077,344
<b>Total County Funding</b>	<b>719,200</b>	<b>1,097,459</b>	<b>(378,259)</b>	<b>-34.47%</b>	<b>1,077,344</b>
<b>Total Support</b>	<b>719,200</b>	<b>1,097,459</b>	<b>(378,259)</b>	<b>-34.47%</b>	<b>1,077,344</b>
<b>Functional Expenses</b>					
Salary	72,040	54,134	17,906	33.08%	53,378
PR Tax	3,383	4	3,379	#####	104
Health Ins	0	811	(811)	-100.00%	66
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,826
<b>Subtotal Salary/Benefits</b>	<b>78,255</b>	<b>58,860</b>	<b>19,395</b>	<b>32.95%</b>	<b>56,700</b>
Rent/Util/R&M/Cleaning	9,000	8,836	164	1.86%	8,819
Telephone	1,800	2,048	(248)	-12.11%	1,748
Mail	0	0	0	-	6
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	706	(106)	-15.01%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	521	79	15.16%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,400	1,327	73	5.50%	1,200
Training	0	0	0	-	17
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Project Transportation	552,500	938,174	(385,674)	-41.11%	957,048
Associate Relations	326	329	(3)	-0.91%	418
Auto	897	973	(76)	-7.81%	812
Local Meals/ Ent	0	0	0	-	167
Dues Publication	72	72	0	0.00%	90
Allocated	37,356	35,032	2,324	6.63%	25,152
<b>Total Functional Expense</b>	<b>719,200</b>	<b>1,093,579</b>	<b>(374,379)</b>	<b>-34.23%</b>	<b>1,092,464</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>3,880</b>	<b>(3,880)</b>	<b>-99.99%</b>	<b>(15,120)</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Visitor Information</b>					
Revised Budget to Original Budget					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	<b>Budget</b>	<b>Forecast</b>	<b>\$</b>	<b>%</b>	<b>Actual</b>
<b>Unrestricted Support (Non TOT Revenue)</b>					
Retail Sales	19,400	24,826	(5,426)	-21.86%	9,104
Comm/Booking	0	0	0	-	1,935
Misc	20,000	0	20,000	-	-
<b>Total Unrestricted Supp</b>	<b>39,400</b>	<b>24,826</b>	<b>14,574</b>	<b>58.70%</b>	<b>11,039</b>
<b>County Funding</b>					
Placer County Payments	262,000	144,000	118,000	81.94%	154,000
Fund Balance Carryover	0				
<b>Total County Funding</b>	<b>262,000</b>	<b>144,000</b>	<b>118,000</b>	<b>81.94%</b>	<b>154,000</b>
<b>Total Support</b>	<b>301,400</b>	<b>168,826</b>	<b>132,574</b>	<b>78.53%</b>	<b>165,039</b>
<b>Functional Expenses</b>					
Salary	106,440	83,783	22,657	27.04%	75,269
PR Tax	8,622	7,102	1,520	21.40%	6,419
Health Ins	21,156	18,682	2,474	13.24%	14,698
Workers Comp	480	527	(47)	-8.92%	367
401K	4,740	4,580	160	3.49%	4,487
<b>Subtotal Salary/Benefits</b>	<b>141,438</b>	<b>114,674</b>	<b>26,764</b>	<b>23.34%</b>	<b>101,240</b>
Rent/Util/R&M/Cleaning	23,857	5,676	18,181	320.31%	5,397
Telephone	1,200	1,452	(252)	-17.36%	1,905
Mail	180	106	74	69.81%	188
Insurance/Bonding	588	599	(11)	-1.84%	697
Supplies	7,320	1,128	6,192	548.94%	1,409
Depreciation	1,680	2,520	(840)	-33.33%	2,553
Equip/Support/Maint	1,800	1,351	449	33.23%	2,974
Taxes/Licenses	206	206	0	0.00%	172
Equip/Rent/Leasing	3,840	3,920	(80)	-2.04%	3,643
Training Seminars	0	0	0	-	107
Miscellaneous Programs	40,000	0	40,000	-	
Cost of Goods	12,020	18,660	(6,640)	-35.58%	5,358
Associate Relations	530	490	40	8.16%	922
Credit Card Fees	513	539	(26)	-4.82%	397
Auto	60	43	17	39.53%	107
Local Meals/ Ent	60	60	0	0.00%	184
Allocated	66,108	20,216	45,892	227.01%	26,079
<b>Total Functional Expense</b>	<b>301,400</b>	<b>171,640</b>	<b>129,760</b>	<b>75.60%</b>	<b>153,332</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(2,814)</b>	<b>2,814</b>	<b>-100.01%</b>	<b>11,707</b>



<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Chamber of Commerce</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	117,768	106,827	10,941	10.24%	125,913
Member Events/Functions	62,760	74,436	(11,676)	-15.69%	46,754
Comm/Booking	5,000	0	5,000	-	46,754
Grants	10,000	0	10,000	-	46,754
<b>Total Unrestricted Supp</b>	<b>195,528</b>	<b>181,263</b>	<b>14,265</b>	<b>7.87%</b>	<b>312,929</b>
<b>County Funding</b>					
Placer County Payments	0	0	0	-	
<b>Total County Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>Total Support</b>	<b>195,528</b>	<b>181,263</b>	<b>14,265</b>	<b>7.87%</b>	<b>312,929</b>
<b>Functional Expenses</b>					
Salary	73,000	66,495	6,505	9.78%	63,674
PR Tax	5,913	4,737	1,176	24.83%	4,801
Health Ins	5,750	5,973	(223)	-3.73%	4,285
Workers Comp	366	470	(104)	-22.13%	326
401K	3,698	3,394	304	8.96%	3,316
<b>Subtotal Salary/Benefits</b>	<b>88,727</b>	<b>81,069</b>	<b>7,658</b>	<b>9.45%</b>	<b>76,402</b>
Rent/Util/R&M/Cleaning	8,880	8,830	50	0.57%	8,853
Telephone	1,800	1,996	(196)	-9.82%	2,481
Mail	903	690	213	30.87%	927
Insurance/Bonding	360	366	(6)	-1.64%	429
Supplies	960	1,091	(131)	-12.01%	1,305
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	720	651	69	10.60%	1,213
Taxes/Licenses	74	74	0	0.00%	130
Equip/Rent/Leasing	2,584	2,586	(2)	-0.08%	2,411
Training Seminars	504	169	335	198.22%	17
Membership Events/Newsletter	44,082	49,075	(4,993)	-10.17%	33,815
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835
Associate Relations	320	309	11	3.56%	520
Credit Card Fees	666	859	(193)	-22.47%	830
Auto	1,440	1,201	239	19.90%	1,399
Local Meals/ Ent	600	632	(32)	-5.06%	643
Dues Publication	1,244	144	1,100	763.89%	180
Travel	504	0	504	-	
Allocated	36,000	22,452	13,548	60.34%	26,772
<b>Total Functional Expense</b>	<b>195,528</b>	<b>177,954</b>	<b>17,574</b>	<b>9.88%</b>	<b>164,444</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>3,309</b>	<b>(3,309)</b>	<b>-100.00%</b>	<b>148,485</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>General &amp; Administration</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Interest	2,520	2,189	331	15.12%	4,474
Misc	0	4,449	(4,449)	-100.00%	
<b>Total Unrestricted Supp</b>	<b>2,520</b>	<b>6,638</b>	<b>(4,118)</b>	<b>-62.04%</b>	<b>4,474</b>
<b>County Funding</b>					
Placer County Payments	0	0	0	-	-
<b>Total County Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>Total Support</b>	<b>2,520</b>	<b>6,638</b>	<b>(4,118)</b>	<b>-62.04%</b>	<b>4,474</b>
<b>Functional Expenses</b>					
Salary	267,600	194,246	73,354	37.76%	291,855
PR Tax	21,676	21,509	167	0.77%	26,564
Health Ins	30,000	16,330	13,670	83.71%	24,612
Workers Comp	1,500	1,642	(142)	-8.65%	1,142
401K	16,056	10,282	5,774	56.16%	19,052
<b>Subtotal Salary/Benefits</b>	<b>336,832</b>	<b>244,009</b>	<b>92,823</b>	<b>38.04%</b>	<b>363,225</b>
Rent/Util/R&M/Cleaning	25,200	24,655	545	2.21%	24,598
Telephone	3,900	3,981	(81)	-2.03%	5,479
Mail	720	849	(129)	-15.19%	611
Insurance/Bonding	1,200	1,146	54	4.71%	1,339
Supplies	2,640	1,597	1,043	65.31%	2,533
Depreciation	3,360	4,992	(1,632)	-32.69%	5,058
Equip/Support/Maint	4,080	3,679	401	10.90%	4,764
Taxes/Licenses	343	233	110	47.21%	1,600
Equip/Rent/Leasing	2,300	2,220	80	3.60%	1,975
Training Seminars	2,400	533	1,867	350.28%	1,108
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Associate Relations	1,145	964	181	18.78%	1,804
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Auto	716	817	(101)	-12.36%	1,353
Local Meals/ Ent	600	487	113	23.20%	2,334
Dues Publication	1,200	195	1,005	515.38%	1,824
Travel	1,020	0	1,020	-	-
Allocated	(415,836)	(397,972)	(17,864)	4.49%	(412,932)
<b>Total Functional Expense</b>	<b>2,520</b>	<b>(15,055)</b>	<b>17,575</b>	<b>-116.74%</b>	<b>37,828</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>21,693</b>	<b>(21,693)</b>	<b>-100.00%</b>	<b>(33,354)</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Infrastructure</b>			<b>Revised Budget to Original Budget</b>		
	<b>FYE 6/30/2012</b>	<b>FYE 6/30/2011</b>	<b>Variance</b>	<b>Variance</b>	<b>FYE 06/30/10</b>
	<b>Budget</b>	<b>Forecast</b>	<b>\$</b>	<b>%</b>	<b>Actual</b>
<b>Unrestricted Support (Non TOT Revenue)</b>					
Interest	1,220	1,120	100	8.93%	-
Misc	0	0	0	-	
<b>Total Unrestricted Supp</b>	<b>1,220</b>	<b>1,120</b>	<b>100</b>	<b>8.93%</b>	
<b>County Funding</b>					
Placer County Payments	2,387,496	590,853	1,796,643	304.08%	1,003,098
<b>Total County Funding</b>	<b>2,387,496</b>	<b>590,853</b>	<b>1,796,643</b>	<b>304.08%</b>	
<b>Total Support</b>	<b>2,388,716</b>	<b>591,973</b>	<b>1,796,743</b>	<b>303.52%</b>	<b>1,003,098</b>
<b>Functional Expenses</b>					
Salary	72,040	61,134	10,906	17.84%	92,116
PR Tax	7,815	1,167	6,648	6	7,016
Health Ins	1,620	1,004	616	61.35%	1,198
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,829
<b>Subtotal Salary/Benefits</b>	<b>84,307</b>	<b>67,216</b>	<b>17,091</b>	<b>25.43%</b>	<b>103,485</b>
Rent/Util/R&M/Cleaning	9,000	8,761	239	2.73%	8,819
Telephone	1,920	2,078	(158)	-7.60%	1,748
Mail	12	15	(3)	-20.00%	34
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	632	(32)	-5.06%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	551	49	8.89%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,320	1,347	(27)	-2.00%	1,200
Training Seminars	0	0	0	-	17
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Infrastructure	2,223,500	509,728	1,713,772	336.21%	795,594
Associate Relations	315	329	(14)	-4.26%	418
Auto	841	893	(52)	-5.82%	812
Local Meals/ Ent	55	60	(5)	-8.33%	139
Dues Publication	72	72	0	0.00%	90
Allocated	42,780	37,572	5,208	13.86%	37,332
<b>Total Functional Expense</b>	<b>2,388,716</b>	<b>665,955</b>	<b>1,722,761</b>	<b>258.69%</b>	<b>993,879</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(73,982)</b>	<b>73,982</b>	<b>-100.00%</b>	<b>9,219</b>

# **North Lake Tahoe Resort Association Committees**

## **Definition of Committee Responsibilities and Membership**

As of the publication date of this document, the NLTRA has ~~five~~ six standing committees, ~~plus an ad hoc Lodging Committee (advises the Marketing Committee),~~ and a Community Marketing Grant Program Subcommittee (advises the Chamber of Commerce Advisory Committee). The NLTRA Board annually appoints an Elections Committee, whose function is to organize and conduct the annual Board Election. Additionally, the Board appoints members to serve on the Cooperative Marketing Committee (CMC) as part of its agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB) to fund and implement the North Lake Tahoe Marketing Cooperative.

Each NLTRA committee and subcommittee includes members of the NLTRA Board, as well as community or “lay” members. The membership of each committee/subcommittee is defined below.

## **Standing Committees**

### **Infrastructure Committee**

The role of the Infrastructure Committee is to provide input and direction to staff and to advise the NLTRA Board on any and all matters pertaining to infrastructure planning, budgets and projects. Committee responsibilities include the consideration of infrastructure project applications. Following such consideration, Committee recommendations are submitted to the NLTRA Board of Directors for consideration and action. The annual NLTRA-Placer County Agreement defines which infrastructure project expenditures approved by the NLTRA Board must be submitted to the Placer County Board of Supervisors for final consideration and approval.

### **Committee Membership**

Consistent with terms of the annual NLTRA-Placer County Agreement, there are a total of 12 members of the Infrastructure Committee. In addition to appointed NLTRA Board members, committee membership includes interested members of the community who have expertise and/or interest in infrastructure development and projects. Six of the twelve members are appointed by the NLTRA Board (including Board representatives) and six are appointed by the Placer County Board of Supervisors. Committee members serve two year terms, and can be reappointed by the appropriate appointing body.

### **Transportation Committee**

The role of the Transportation Committee is to provide input and direction to staff and to advise the Board on any and all matters pertaining to transportation planning, budgets, programs and projects. Committee responsibilities include the consideration of proposed transportation projects and expenditures. Following such consideration, Committee recommendations are submitted to the NLTRA Board for consideration and action.

### **Committee Membership**

In addition to appointed NLTRA Board members, committee membership is defined as follows: one representative each from the North Tahoe Business Association (NTBA), Tahoe City Downtown Association (TCDA), West Shore Association (WSA), Squaw Valley Business Association (SVBA), and the Northstar Village Retailers Association (NVRA), the County, and five seats to be filled by members, or representatives of members, of the North Lake Tahoe Chamber of Commerce. At least one of these Chamber seats shall be filled by a Chamber member from the Incline Village area. Consideration in appointing applicants for Committee membership shall be given to ensure that the Committee represents as broad a cross-section of members as possible, from both a type of business and a geographic perspective. Members serve a one-year term and may be reappointed.

### **Finance Committee**

The role of the Finance Committee is provide input to staff and direction to staff and to advise the Board on any and all matters pertaining to the present and future budgets, and all financial matters related to the corporation. Committee responsibilities include the review and consideration of monthly financial statements, forecasts, annual budgets and related matters. As appropriate, the committee makes recommendations to the NLTRA Board of Directors, particularly with regard to monthly financial statements, and the annual NLTRA budget.

### **Committee Membership**

In addition to appointed NLTRA Board members, at least one member of the committee can be appointed to represent the membership and community at-large. It is preferred that this member have a background in finance, accounting or a related profession.

### **Lodging SubCommittee**

As directed by the NLTRA Board, the duties of this ~~Sub~~ Committee are to review and provide input to the NLTRA ~~Marketing Committee and~~ Board of Directors regarding marketing and transportation programs, and infrastructure projects from a lodging supplier's perspective. The duties will include ~~ing, but not limited to,~~ continuous review of the NLTRA's consumer Web site to ensure optimal functionality for the booking of reservations by lodging suppliers.

### **~~Sub~~ Committee Membership**

In addition to appointed NLTRA Board members, committee membership shall consist of seven representatives of lodging suppliers which are members of the NLTRA/North Lake Tahoe Chamber of Commerce. Committee members serve one year terms and may be reappointed. The frequency of the meetings of this ~~Sub~~ Committee shall be determined by the NLTRA Board, with input from members of the ~~Sub~~ Committee.

### **Community Marketing Grant Program Subcommittee**

This subcommittee considers and makes recommendations to the Chamber of Commerce Advisory Committee regarding Community Marketing Program grant applications, consistent with the adopted NLTRA Community Marketing Program Grant

## **Procurement Policy**

The following is the official NLTRA Procurement Policy, adopted by the Board of Directors.

To the extent monies received for projects and programs are expended by the North Lake Tahoe Resort Association (NLTRA), or a third party under grant from the NLTRA, for service and support in any amount greater than ~~\$50,000~~ \$25,000, the NLTRA shall utilize a competitive bidding or procurement process. This process is intended to ensure that the work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the projects and programs are accomplished in the most cost-effective manner. The applicability of this policy includes consecutive or phased projects and programs where services are provided by a single entity.

This policy is not applicable to cooperative programs in which the NLTRA is not a primary partner. Primary partner is defined as funding a 40% or greater share of service and support costs. This policy is also not applicable when service and support is being provided by a non profit public benefit corporation that does not compete with other potential service providers. All service and support in an amount greater than ~~\$5~~ 10,000 shall be accompanied by a scope of work and contract. Staff will notify and provide supporting documentation in writing to the Board of Directors for unbudgeted project or program expenses of \$2,500 or greater.



## Strategic Goals 2011 – 2016

### Key Initiative Areas – Opportunities to develop across all core function areas

1. Biking
2. Paddle boarding/kayaking
3. Nordic Skiing

### Infrastructure/Transportation

By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 5 new developments, one of which will be a signature lodging product.

By 2016, transportation systems within the North Lake Tahoe area will conveniently link visitors to recreation and lodging product with maximum ½ hour frequency during peak seasons.

By 2016, there will be additional lift of 50,000 seats annually into Reno or Sacramento airport servicing Northeast and Southeast consumers as well as other markets.

By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region.

By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region triangle and West Shore to Incline; a completed visitor ready infrastructure and signage for paddle boarding/kayaking; and trail development and signage for providing Nordic skiing throughout the region.

### Other areas for consideration:

- Create a “Green” brand to everything we do
- Identify alternative funding mechanisms wherever possible
- Increase transit ridership
- Provide a convenient rent-a-bike system with stations throughout the region
- Develop proof of feasibility of water born transportation services
- Develop more indoor recreation and cultural centers
- Develop workforce housing

### Membership Services/Economic Development/Business Advocacy

By 2016, the organization will have increased dues and non-dues revenue by a total of 20% through development of programs and communication that add value to membership.

By 2016, the organization will have taken the lead with public and private partners to improve the regulatory environment, decreasing the permitting time for commercial construction by 20%.

By 2013, the organization will have an annual plan for legislative action to assist lobbyist with being proactive on our behalf.

By 2013, the organization will have taken the lead on components of Economic Prosperity Plan, Redevelopment Plan, and County Road Map that align with our mission of tourism development.

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Other areas for consideration:

- Provide opportunities for businesses to package products for promotion.
- Be an advocate for business education either through our organization on a regional basis or through business associations on a more localized basis
- Advocate for social issues such as affordable housing or employee services

### **Marketing/Sales**

By 2016, occupancy during identified strike zones will have increased by 5% and annual occupancy for all lodging will be at 60%.

By 2016, the North Lake Tahoe Region will be competitive in total skier days with resorts in Colorado or Utah and will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking according to visitor surveys.

By 2012, the marketing department will have a clear marketing brand for North Lake Tahoe through a community branding process.

By 2016, Transient Occupancy Tax will have increased by 10% over 2010/11.

By 2014, conference revenue and attendance will have grown by 25% over 2010/11.

Other areas for consideration:

- Recruit large region-wide events to spotlight key initiative areas as well as existing brand.
- Increase web site visits
- Leverage new technology to increase visitation
- Develop in-town collateral and information to better deliver brand

### **Visitor Information/Lodging Liaison**

By 2012, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.



By 2013, the organization will have leveraged technology for increased use of distribution of North Lake Tahoe visitor information

By 2013, the organization will have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions.

By 2013, the organization will have developed quality recreation-specific guides/maps for key initiative areas.

By 2012, the organization will have researched the feasibility of providing a “concierge” or personal “guide” service as a call to action for marketing.

Other areas for consideration:

- Develop an official consolidated area guide endorsed by the organization.

### **Community Relations**

By 2016, the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

By 2016, the organization will be a recognized voice of businesses and community in all core function areas by showing a 90% success rate in approval of all projects, funding, and joint programs.

By 2012, the organization will have a recognized brand message of “Who we are and what we do,” through outreach to all identified partner organizations and members.

By 2012, the organization will have developed a comprehensive communications plan that utilizes all available mediums with consistency and frequency.

By 2013, the organization will have successfully provided clear messaging about the value of transportation and infrastructure improvements that will lead to the renewal of the 2% Transient Occupancy Tax.

Other items for consideration

- Increase public relations efforts and celebrations of projects using TOT funds



July 6, 2011

To: Board of Directors

From: Andy Chapman, Director of Tourism  
Jason Neary, Director of Conference Sales

Re: Conference Sales Review and Recommended Direction

#### BACKGROUND

At a prior meeting, the NLTRA Board of Directors directed staff to conduct a review of the current Conference Sales program. This review is intended to determine the best course forward for our Conference Sales efforts and to further maximize the overall conference business in North Lake Tahoe. This effort reviewed current and future staffing levels, marketing resources, direct sales efforts, distribution channels and sales segments. To that end, staff held a Conference Sales Advisory Committee meeting on June 14, 2011. Conference sales properties that participated in the discussion included Granlibakken, PlumpJack, Resort at Squaw Creek, Hyatt and Hampton Inn & Suites. Staff reviewed the current program with the group followed by a roundtable discussion of the how to improve the overall program.

#### RECOMMENDATION FROM CONFERENCE SALES ADVISORY COMMITTEE

1. Conduct survey of conference sales properties to determine overall conference revenue activity throughout North Lake Tahoe.
2. Decrease media budget with possible reduction of national print insertions
3. Increase resources for sales activities including FAM's, sales mission, sales events and client events.
4. Rehire Sales Manager position and focus on specific sales segments.

Staff then reviewed the recommendation of the Conference Sales Advisory Committee with the NLTRA Marketing Committee at its June 28<sup>th</sup> meeting. Staff recommended the following:

#### STAFF RECOMMENDATION TO MARKETING COMMITTEE

1. Current NLTRA FY 2011/12 budget preparation to include sales position beginning October 2011.
2. Decrease coop conference media budget from \$175,000 to \$145,000
3. Increase sales efforts budget from \$45,000 to \$55,000

The Marketing Committee provided the following input for NLTRA Board Consideration:

MARKETING COMMITTEE RECOMMENDATION

1. Focus conference marketing on the vast amount of meeting space available in NLT
2. Suggested sales efforts focus on groups/associations based on new initiative focus of paddle-sports, Nordic and biking.
3. Conference Sales Advisory Committee to provide a clear plan for the Marketing Committee to review
4. Staff to provide a cohesive strategy and goals concerning the new proposed sales staff position

SITUATION

Staff will review with the Board the outcomes of the various committee meetings and recommendations.

REQUESTED BOARD ACTION

Pending review and discussion that the NLTRA Board provides direction and approval on the North Lake Tahoe Conference Sales program.

# North Lake Tahoe FY 2010-11 Marketing Strategy

## Conference Sales

Consistent with mission of the Tourism Division, the primary function of the NLTRA Conference Sales Department is to increase the number of meetings held each year in North Lake Tahoe and to increase awareness of the Lake Tahoe area as a premier destination to the national and regional meetings industry. Specifically, the Department works to develop conference and group business and provides referral and conversion services. Its efforts are focused in partnership with the properties which are members of the NLTRA Conference Program; properties which have meeting and conference space and services.

## Increase Conference Leads, Bookings & Revenue

One of the primary goals of the conference sales department is to generate leads and assist member hotels in the conversion of those leads into bookings.

### Action Steps

- Target sales and marketing efforts in key markets that have continued to show strength even in poor economic times. The markets we will be concentrating on are the San Francisco bay area, Chicago & Washington, DC. In each of markets we will conduct targeted sales calls, attend trade shows and strategically place advertisements in industry publications
- Increase efforts to attract the regional and association market segments. While we will continue to pursue all market segments, we will focus on associations as most are mandated by their by-laws to hold at least one meeting per year. This segment has also shown great resilience over the past couple of years while corporate business has dwindled significantly.
- Conduct sales calls to target clients. All research shows that in person sales visits is the most effective way to build relationships and thereby generate new business. We will be conducting these sales "missions" individually as the Visitors & Convention Bureau as well as in conjunction with member hotels. In the past we have relied on our marketing efforts and cold calling for generating sales. This year we will spend much more time physically in our target markets.
- Increase the number of site visits to North Lake Tahoe. We offer hosted site visits to all clients who are looking at Tahoe but only about 5% actually take advantage of the offer. Of those that visit the conversion rate is well over 80%. We will attempt to increase that number by offering to purchase airline tickets for groups over 300 total room nights. We will also be more aggressive in pushing the advantages of doing a site visit and encouraging more clients to take advantage of the offer.

## Increase Partner Participation in North Lake Tahoe VCB Programs

The Visitors & Convention Bureau offers a number of cooperative opportunities to its members including; advertising and marketing efforts, sales mission's trade shows and others. Increased partner participation is valuable in a number of ways. It improves

communication and trust, it provides leveraged opportunities that create expanded awareness a larger presence than we could afford as individuals.

**Action Steps**

- Conduct quarterly Director's of Sales meetings. These meetings are an opportunity for director level staff from all member properties to come together to discuss strategy.

**Increase Internet Conference Bookings**

Recent research conducted by meeting professional's reports that 87% of meeting planners use the Internet as their initial tool when researching and selecting destinations. Internet bookings now represent nearly 20% of all booked business and industry revenue. As meeting planners rely more heavily on the Internet, the NLTRA must ensure its Web Site is properly positioned and functional to be competitive and capture market share.

**Action Steps**

- Ensure competitive position, ease of navigation and quality of content on the NLTRA's Web Site from the Conference Marketing and Sales perspective
- Utilize targeted email campaign to drive traffic and sales opportunities to Site
- Use Web Site as call to action on all Conference marketing materials

**Key Measurements**

**Conference Coop Budget Amount**

- Direct Paid Media Dollars
- Added Value Media Dollars
- Coop Programs Investment (NLT Coop)
- Partner Leveraged Dollars

**Leads**

- Number of leads
- Lead room nights
- Web page visits

**Booked Business**

- Number of bookings
- Booked room nights
- Booked attendance
- Booked Room Revenue

**Lost Business**

- Number of lost opportunities
- Lost room nights
- Lost attendance

**Arrived Business**

- Number of bookings
- Number of booked room nights
- Number of booked attendees
- Booked attendees spending

## **North Lake Tahoe FY 2011/12 Conference Sales Draft Strategy**

We are currently finalizing our 2012/2012 strategic action plan. The process has been guided by recommendations from the Conference Sales Advisory Group, NLTRA Marketing Committee and staff. The plan will be completed once we receive feedback from the Board of Directors as well as the results from the organization's ongoing strategic planning initiative. The following are our initial strategies.

- Decrease spending on national print media
- Increase spending on direct sales efforts (sales missions, fam trips, Lake Tahoe Interactive Exhibition, SmartMart, in market customer events)
- Marketing effort should focus on the quality and variety of meeting space Tahoe has versus other mountain resort destinations
- Marketing efforts should focus on all new construction, renovations and improved meeting product in the area
- Focus national sales efforts on markets that have non-stop air service to Reno-Tahoe International (Chicago, Houston, Dallas, Minneapolis, Denver)
- Continue to focus efforts on market segments which have shown positive results (state and national associations)
- Decrease trade show spending
- Attend only trade shows that fit within our strategic plan (association or in key markets)
- Leverage limited advertising revenues through cooperative programs
- Leverage trade show budget through cooperative efforts
- Increase the number of site visits to North Lake Tahoe
- Rehire sales manager position



Production report for Conference Sales Dept.

	08/09	09/10	10/11	11/12	12/13	13/14
Total Number of Groups Booked :	57	31	32	36	46	55
Revenue Booked:	\$1,834,429	\$1,089,854	\$889,507	\$978,457	\$1,271,994	\$1,526,392
Leads Generated:	261	191	156	178	231	277
Lead Room Nights:	68089	61249	39261	43187	56143	67371



**NORTH LAKE TAHOE RESORT ASSOCIATION  
BOARD OF DIRECTORS MEETING  
June 1, 2011  
Tahoe City Public Utility District Board Room  
PRELIMINARY MINUTES**

**ATTENDANCE**

Ron McIntyre, Wally Auerbach, Allen Highfield, Deanna Gescheider, Ron Parson, and Phil GilanFarr. Kali Kopley, Jennifer Merchant, and Julie Regan arrived at 8:35 AM. Barb Cohen arrived at 8:40 AM and Alex Mourelatos arrived at 8:45 AM.

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Kym Fabel, Andy Chapman, and Sally Lyon

**OTHERS IN ATTENDANCE:** Steve Kastan and Deb Ducey

**A. CALL TO ORDER - ESTABLISH QUORUM**

The meeting was called to order at 8:33 AM by Chairman Ron McIntyre and a quorum was established.

**B. AGENDA AMENDMENTS AND APPROVAL**

**1. Agenda Additions and/or Deletions**

**M/S/C (Parson/Highfield) (6-0-0) to amend the agenda to add "Report from the Search Firm" to Executive Session.**

**2. Approval of Agenda**

It was agreed that items may be taken out of order. The agenda was approved by affirmation.

**C. PUBLIC FORUM**

There were no comments on items not on the agenda.

**D. REPORTS & ACTION ITEMS**

**3. Update TOT Renewal Report – TOT Committee Chairman Mourelatos**

Alex Mourelatos presented the Committee report, noting the summary in the Board packets of the revisions made to the voter survey. He reviewed the timetable for the survey, stating that when results are available mid-July, a direction for educating the voters on the renewal will be clear. It was noted that NLTRA cannot provide advocacy on the issue, only education. Discussion followed regarding whether or not to use this survey to test voter sentiment on other sources of revenue to fund for community projects.

**4. Approval for Sandy Evans Hall to Sign Checks**

**M/S/C (Parson/Gescheider) (6-0-0) to add Sandy Evans Hall to the bank signatory cards.**

**5. By-law Revisions for Committee Inclusion**

Ron Treabess reported the Placer County Auditor's office has asked to have the NLTRA Bylaws revised as regards Committee designations. The recommendation is a minor change that does not require a vote of the membership.

**M/S/C (Gescheider/Parson) (9-1-0) to amend the NLTRA Bylaws to state that all standing Committees will be explained in detail in the Supplemental Operating Procedures and Policies.**



**Further, to amend the Supplemental Operating Procedures and Policies so that all standing Committees are included.**

**ACTION: Staff will recommend an amendment to the Supplemental Operating Procedures and Policies to include a listing and description of all standing advisory Committees.**

#### **6. 2011/12 Scope of Work and TOT Budget Submittal**

Ron Parson explained the methodology used by the Finance Committee to determine the total amount of Transient Occupancy Tax (TOT) collected and distributed. The Committee recommends revising how the funds are split and beginning a Reserve Fund to provide maintenance for projects approved by the Board. Discussion followed regarding the Committee's recommendations. The Infrastructure Committee was asked to review the proposed process to fund maintenance.

**M/S/C (Parson/Highfield) (9-0-1 abstention from Merchant) to adopt the 2011/12 Scope of Work and TOT Budget Submittal as presented. Further, funds in Column 3 will be modified based on requirements of the Special Districts. This budget will be forwarded to Placer County as a proposal for distribution of TOT revenue.**

#### **7. Executive Director Report**

- **Board Retreat – June 22, 2011, 8am – 1pm, Garwoods**

Sandy Evans Hall has been doing a lot of “meeting and greeting,” as well as reading to get up to speed. She asked the Board to participate in a Board Retreat on June 22 in order to develop a strategic goal baseline, from which staff will develop action plans. The Retreat is designed to give Board and staff a clear direction, realign the organization's structure as necessary, and clarify questions about how the Association operates.

- **Board Vacancy**

Evans Hall noted the resignation of Tom Murphy. Andy Wirth of Squaw Valley Ski Corp has agreed to fill the vacancy until the term runs out in November. Discussion followed regarding designation of Board seats and the options for filling the vacancy.

**M/S/C (Parson/GilanFarr) (7-2-1 abstention from Merchant) to appoint Andy Wirth to fill the vacant Board seat left by Tom Murphy's resignation. The designation for that seat is “Recreation” and the term is up November 2011.**

#### **8. Marketing Report**

- **Conference Revenue Statistics – April 2011**

Andy Chapman presented his written report. In response to a question about the Conference Sales Report showing strategies, Chapman replied it will be presented to this Board in July.

- **Amgen Update and Group Hug**

Andy Chapman said the stage cancellations in Tahoe were disappointing for everyone involved, however there were still a lot of successes. Everyone involved in the Tahoe stages delivered at 110% and the Amgen organizers said Tahoe set the bar high for local organizers. Chapman believes the area may have actually received more media attention because of the inclement weather. Tahoe representatives continue talking to Amgen organizers in hopes of bringing the event back to Tahoe. He thanked the Board and community for stepping up to show that Tahoe can handle a major event such as this. Ron McIntyre thanked Chapman for the amount of time and effort he put into bringing the race to Tahoe and focusing a positive spotlight on the area. Chapman was thanked by a round of applause.

- **High Notes Campaign Update**

Andy Chapman reported the marketing campaign highlighting free music all summer in North Lake Tahoe will kick off the end of this month. It is targeted to a regional drive market. In response to a question about the status of the Lake Tahoe Music Festival, Sally Lyon, in her capacity as LTMF Chair, reviewed this summer's schedule.

- **Conference Marketing Equity Issue**

Andy Chapman reported the Committee has done analysis on this issue and is now waiting for Placer County's agreement on the proposed process.

- **Placer Visitors' Center MOU**

Andy Chapman reported the Memorandum of Understanding (MOU) is ready to be signed for NLTRA to participate in the new Visitor's Center in old town Auburn. He reminded the group of the benefits of this partnership.

### **9. Board/Staff Follow-up on Previous Action Items**

There were no questions or comments.

## **E. CONSENT CALENDAR**

**M/S/C (GilanFarr/Parson) (10-0-0) to approve the Consent Calendar.**

The following was approved in the Consent Calendar:

10. Board Meeting Minutes – May 4, 2011
11. Finance Committee Minutes – May 3, 2011
12. Financial Statements – April 2011
13. Joint Infrastructure/Transportation Committee Minutes – May 23, 2011
14. Infrastructure/Transportation Activity Report – May 2011
15. 3<sup>rd</sup> Quarter Report 2010 - 11

**At 10:10 AM, the Board of the North Lake Tahoe Resort Association adjourned and convened as the North Lake Tahoe Chamber of Commerce Board.**

## **F. CHAMBER OF COMMERCE REPORTS**

### **16. Status Report and Possible Action on Revised/Updated Chamber of Commerce Community Marketing Grant Process**

Alex Mourelatos reported the Chamber is considering revisions to the grant application in order to more specifically define how the funds granted support the defined NLTRA marketing strategy. Also under consideration is the actual granting process: should funds be granted to specific events separately if the event is produced by a grant-receiving business association. Discussion followed regarding this issue, the make-up of the Chamber Advisory Committee, and how funds are allocated to the business associations as well as the Chamber.

### **17. Chamber Activities and Events**

Kym Fabel reported on upcoming events. Ron Parson noted the sunset of the 1% California Sales Tax at the end of this month. **ACTION: The Chamber will blast an informational e-mail regarding the sunset of the tax.**

## **G. CHAMBER OF COMMERCE CONSENT CALENDAR**

**M/S/C (Parson/GilanFarr) (10-0-0) to approve the Consent Calendar.**

The following was approved in the Consent Calendar:

18. Chamber of Commerce Committee Minutes – May 25, 2011
19. April Chamber of Commerce Business Plan Progress Report

**At 10:26 AM, the Board of the North Lake Tahoe Chamber of Commerce adjourned and convened as the Board of the North Lake Tahoe Resort Association.**

**H. DIRECTORS' COMMENTS**

Deanna Gescheider thanked staff for providing the Performance Measurement in the Board packet.

Ron Parson suggested that Committee notes be more closely reviewed in case there are additional items that should come to the Board.

Julie Regan reported on Nevada's proposed legislation to pull out of the Tahoe Regional Planning Agency (TRPA).

Alex Mourelatos reiterated he will take NLTRA Board comments to the TOT Committee meeting, particularly using the proposed survey to test voter sentiment on other sources of revenue to fund for community projects.

Barb Cohen welcomed Sandy Evans Hall.

Phil GilanFarr asked the Board to consider becoming involved in other community issues that may affect the visitor experience, such as the biomass project that is being considered in Kings Beach, although this item has not yet been considered by Placer County.

**I. MEETING REVIEW AND STAFF DIRECTION**

There were no questions or comments.

**J. CLOSED SESSION**

Closed Session was convened at 10:30 AM to consider:

- 20. Personnel Matters
  - Interim Executive Director
  - Report from Search Firm

**K. RECONVENE TO OPEN SESSION**

**21. Closed session report**

Open Session was reconvened at .....and the following action was reported:

**L. ADJOURNMENT**

The meeting adjourned at                               PM

Submitted by Judy Friedman  
Recording Secretary  
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Workshop Notes**

**ATTENDANCE**

The workshop was called to order at 8:08 AM by Ron McIntyre at Garwoods in Carnelian Bay, California. Present were Ron McIntyre, Wally Auerbach, Allen Highfield, Ron Parson, Phil GilanFarr, Kali Kopley, Alex Mourelatos, and Jennifer Merchant. A quorum was established. Barb Cohen arrived at 8:34 AM and Deanna Gescheider arrived at 8:38 AM.

**STAFF IN ATTENDANCE:** Sandy Evans Hall

**OTHERS IN ATTENDANCE:** Recording Secretary Judy Friedman

**AGENDA ADDITION Request for Board Direction to move forward with securing space at Reno International Airport**

Ron McIntyre stated that because time is of the essence on securing desk space for the North Lake Tahoe Express at the Reno Airport, the Executive Committee asked that this be included on today's agenda.

**M/S/C (Auerbach/Highfield) (9-0-0) to include the request for Board Direction to move forward with securing space at Reno International Airport on today's agenda.**

**1. Introduction of Retreat goals and guidelines**

Sandy Evans Hall reviewed the purpose of today's retreat. In her individual meetings with Board members, she determined there is still buy-in of the 1995 Vision and Mission Statements. Given that, today's workshop will focus on determining strategies and goals for key initiatives and core functions. Staff will take the information to determine action items.

The Marketing Committee determined key initiatives to be biking, paddleboarding/kayaking, and Nordic skiing. Although there are others, these activities are what North Tahoe should be known for and will cross all core functions. Ron Parson explained these initiatives were determined after the Committee considered options for increasing occupancy and decided to capitalize on what the area already has and offer opportunities to complement existing branding, such as food and wine events, music, downhill skiing, boating, and hiking.

**2. Determination of Core Functions (Issue Areas) for Association**

Sandy Evans Hall asked the group to consider the top 5 Core Areas, i.e., areas of focus, resources, staff and Committee input, and in keeping with NLTRA Mission Statement. The following areas were identified:

- Marketing/Sales – Conference and Leisure markets
- Transportation/Infrastructure
- Business/Member Services
- Events
- Non-Tourism Economic Development
- Legislative/Government/Advocacy
- Visitor Information
- Public Relations/Community Relations

The group considered this list and discussed how to appropriately manage the product being promoted, what we do well, and what we could be doing. The top 5 Core Functions were determined to be:

- Marketing/Sales/PR

- Transportation/Infrastructure
- Visitor Information and Lodging Liaison
- Economic Development and Member/Business Services (advocacy)
- Community Relations

Each Function was discussed in detail.

### 3. Core Function #1 – Strategic Goals - Marketing/Sales/PR

**ACTION: The Board asked that each brand be reviewed.** The group chose their top 5 goals from the following list (noted in bold).

- **Compete with Colorado and Utah for total skier visits. There are 3 major ski area companies in the area (JMA, KSL, and Alpine Resorts) that we can coordinate with and leverage partnerships to the advantage of the area as a whole and smaller ski areas.**
- **Dominance in key initiative areas**
- Double conference sales in 3 years
- **Clear marketing brand for North Lake Tahoe**
- Clear brand for organization
- **Increasing occupancy during strike seasons and zones, Annual occupancy of 60%**
- Recruit large region-wide events – spotlight key initiatives and existing brand
- Increase web visits
- Leverage technology to increase visitation
- Develop in-town collateral and information to better deliver brand
- **Increase TOT collections**

### 4. Core Function #2 – Strategic Goals – Infrastructure/Transportation

The group selected the top 5 goals from the following list:

- **Improve built product (lodging and commercial)**
- **Coordinated visitor transportation supporting key initiatives**
- **Increase air service to Reno and Sacramento**
- Increase transportation ridership
- Bike system
- **Wayfinding signage – 30 signs in 2 years**
- Water-borne transportation: proof of feasibility within 1 ½ yrs
- Develop indoor recreation and cultural facilities
- Workforce housing development
- Develop alternative financial resources
- **Infrastructure improvement and maintenance tied to key initiatives - Complete bike trail system in triangle**
- “Green” brand to everything we do

### 5. Core Function #3 – Strategic Goals - Community Relations

The group chose the top 5 of the following list:

- **Recognized voice of community in core function areas – stronger voice, seat at table, go-to organization; Strengthen respect for the organization**
- Internal brand of organization
- Package product – street marketing – add value to members
- **Who are we and what do we do**
- **Communication plan – Consistent and frequent in all mediums**
- **Built trust, confidence and leadership through measured outreach and relationships with key partners**

- PR on projects with TOT funds
  - **TOT renewal – clear message of value**
- 6. Core Function #4 – Strategic Goals – Visitor Information/Lodging Liaison**
- **Leverage technology to disseminate visitor information**
  - **Assess and implement visitor information needs and centers – at triangle gateways (Kings Beach, Squaw Valley, Tahoe city, Placer County, Northstar) and Reno and Sacramento airports**
  - Consolidate area visitor guides – endorse and develop one guide
  - **Recreation-specific guides**
  - **Concierge service**
  - **Outreach to lodging at activities/events/package potential – collaboration around key initiatives**
- 7. Core Function #5 – Strategic Goals – Economic Development / Member Services**
- **Advocacy for program and project development that align with mission**
  - **Lead with public and private partners on regulatory environment**
  - Package products with local businesses
  - **Lead on components of Economic Prosperity Plan, Redevelopment Plan, Road Map that align with mission**
  - Increase membership – add value through programs/communication
  - **Increase dues/non-dues revenue**
  - Business Education – 1x/month – advocate for education
  - Advocate for social issues, such as affordable housing/employee services
  - **More pro-active approach for lobbyist**

## **8. Wrap Up**

Sandy Evans Hall will compile the above information into a SMART goal format for review at the July Board meeting. Staff and the Committees will add action steps. Discussion followed regarding continued review of today's Core Functions.

### **AGENDA ADDITION Request for Board Direction to move forward with securing space at Reno International Airport**

There is an opportunity to rent space at the Reno Airport that will give North Tahoe a stronger presence and provide visible desk space for the North Lake Tahoe Express. The cost is \$40,602.44 annually or \$3,383.52 monthly. Discussion of costs and logistics followed. It was noted that this item has not been considered by the Joint Infrastructure/Transportation or Marketing Committees. However a decision needs to be made quickly in order to have the desk open by August 1. In addition to those Committees, the Finance Committee and Placer County Board of Supervisors need to approve the expenditure. Discussion continued.

**M/S/C (Highfield/Kopley) (9-0-0) to secure a one year contract with a three year option to rent space at the Reno Airport. Exploration will continue on the cost/benefit of the space. This item will be reviewed by the Joint Infrastructure/Transportation Committee.**

## **Adjourn**

There being no further business to come before the Board, the meeting adjourned at 12:01 PM

Submitted by Judy Friedman

Recording Secretary

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